

HISTORY OF THE AIR FORCE INTELLIGENCE SERVICE

1 JANUARY - 31 DECEMBER 1982

FORT BELVOIR, VIRGINIA

VOLUME I

NARRATIVE AND APPENDICES



HEADQUARTERS, UNITED STATES AIR FORCE

(THIS COVER IS UNCLASSIFIED)

HISTORY OF THE AIR FORCE INTELLIGENCE SERVICE

1 January - 31 December 1982

Fort Belvoir, Virginia

Volume I

Narrative and Appendices

by

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Historical Division

Reviewed by:


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9 August 1983

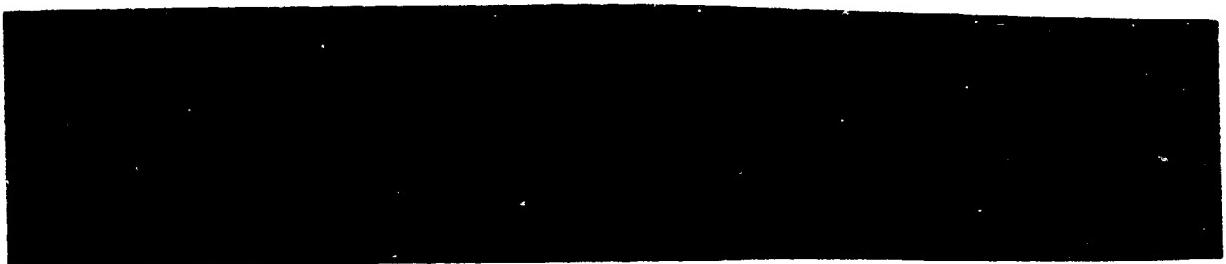
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HEADQUARTERS, UNITED STATES AIR FORCE

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SECURITY NOTICE



FOREWORD

[REDACTED] Ten years have passed since the birth of the Air Force Intelligence Service (AFIS) -- years of rapid and drastic change. The world has undergone major changes involving age-old problems such as war, famine and discrimination, as well as new and emerging problems, such as overpopulation, violations of ecological balance, and uncontrolled technological change. But while these years have recorded many tragic events and brought new and crucial problems, they have also been a time of tremendous scientific advance. We have come to realize as never before that the kind of future man will have depends on our actions -- whether by decision or by default.

[REDACTED] During 1982, the need for increased Air Force Intelligence became evident. The United States was confronted, on the one hand, with the growing military power of the Soviet Union, and on the other, with increasing turbulence in the developing world. Taken together, these two factors created an environment of resources vulnerability for the United States and other industrialized societies.

[REDACTED] Deputy Secretary of Defense Frank C. Carlucci provided a summary of world situations in a speech to the Senate Subcommittee on Defense Appropriations on 21 April 1982:

....Over the last few decades, there has been a significant change in the geostrategic situation. The Soviet Union has succeeded in projecting its power by establishing outposts throughout the world: Da Nang, a former U.S. base is now a Soviet base; Libya, where we once used Wheelus AB, is now an arsenal of Soviet arms; Aden, a former British port, is now a Soviet base; Afghanistan, formerly neutral territory, is now a Soviet occupation zone; and Grenada, formerly a peaceful island in the Caribbean, has become an air base available to the Soviet Union. Additionally, Soviet use of proxy forces in Africa, such as East Germans and Cubans, as well as its supplying military equipment to export revolution in Central America, are further evidence of Soviet efforts to disrupt world order. At the same time, the Soviet Union has established a chain of modern air and naval bases in Asia from Siberia to the Mediterranean that provides them a logistics lifeline for power projection that can threaten U.S. and allied interests and affect the balance of global military power.

[REDACTED] Throughout 1982, AFIS continued to support United States Air Force (USAF) planning and combat operations and responded to changing Air Force intelligence requirements. It provided specialized services and information to Headquarters USAF and Air Force commanders worldwide by collecting, processing and disseminating intelligence information.

I have been very pleased with the progress AFIS has made in all mission areas during 1982. In spite of manning shortages, internal reorganizations and increased taskings and responsibilities, AFIS continued to provide outstanding support to the intelligence community. Repeated successes in operations and support added recognition and credibility for AFIS through the national level. This was directly attributed to the dedication, pride and professionalism of our people. This history provides a record of our experiences during the year.

William B. Sherman
WILLIAM B. SHERMAN, Col, USAF
Vice Commander

PREFACE

[REDACTED] The history of the Air Force Intelligence Service (AFIS) for calendar year 1982 consists of a narrative volume and five volumes of supporting documents. These volumes are on file at the AFIS History Office and the Albert F. Simpson Historical Research Center, Maxwell AFB, Alabama.

[REDACTED] Two methods of organization were used in preparing the history. The chapters are functionally grouped with subdivisions by organization. This system allowed broader coverage of all assigned units with minimum repetition and duplication. All units are represented within the history with the exception of AFIS OL-M. Due to the nature of their mission, information on this unit will be covered in the AF/INY history.

[REDACTED] The history could not have been produced without the kind assistance of numerous individuals and organizations. The narrative benefited from the historical inputs, comments, and suggestions of the AFIS and AFSAC Commanders, Directors and Division Chiefs. Their contributions can be seen in the sources cited.

[REDACTED] I would like to express appreciation to Mr. Grant Hales in the Office of Air Force History for his support, assistance and advice; to Colonel William B. Sherman (AFIS/CV), who supported this project and encouraged its broad publication; to Technical Sergeant Ronald E. LaCoss (AFIS/AC), for his outstanding support in obtaining word-processing time; to Chief Master Sergeant Robert R. O'Toole (AFIS/DA) for his administrative support; Mr. Keith E. Boyce for graphics and cover design; and Major Charles Pugh (AFSAC/CCE) for his outstanding support under short notice. Special acknowledgement is due to Mrs. Kathy Ward (AFIS/HO) for typing the manuscript in its numerous revisions.

[REDACTED] Due to the contemporary nature of the history, it is subject to revision as additional information becomes available. Suggestions for improving this and future volumes of the AFIS history are welcome and should be directed to the Office of History, Headquarters Air Force Intelligence Service, Fort Belvoir, Virginia 22060.



JACK L. KRAHULEC, TSgt, USAF
Office of History

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CHRONOLOGY

<u>DATE</u>	<u>EVENT</u>	<u>PAGE</u>
<u>JAN</u>		
--	[REDACTED]	... 108
--	The Soviet Awareness Division (AFIS/INCR) made a major change in the content of its presentations on Soviet military forces for Soviet Military Power Weeks (SMPWs), Soviet Military Power Days (SMPDs) and all roadshows. The change involved creating two new presentations, "Soviet Readiness for War" and "Intercontinental War", and restructuring an existing presentation, "Theater War".	... 108
--	New Common User Baseline for the Intelligence Community (CUBIC) Configuration Management procedures went into effect for AFIS contractors and the entire CUBIC user community.	... 61
--	The General Defense Intelligence Program (GDIP) resource adds for FY82-83 were distributed. A total of 15 officers, nine enlisted, and four civilians were allocated to intelligence endeavors ranging from Project SEEK and Camouflage, Concealment and Deception Studies to Editor/Translators and Common User Data Base for Intelligence Community (CUBIC) configuration management. Eight additional GDIP resources were allocated to the Directorate of Intelligence Data Management (AFIS/IND) in support of CUBIC type programs.	... 6
<u>FEB</u>		
--	A major initiative began to investigate alternatives to the 1100th Air Base Wing (ABW) as the servicing Consolidated Base Personnel Office (CBPO) for all AFIS elements.	... 17
--	To meet unit imagery analysis needs, the Special Studies Division (AFIS/INOA) relocated most of its analysts to the National Photographic Interpretation Center at the Washington Navy Yard.	... 43
12	Technical Sergeant Barry L. Bahler, assumed duty as the first full-time Public Affairs representative for AFIS.	... 39

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<u>DATE</u>	<u>EVENT</u>	<u>PAGE</u>
<u>FEB</u>		
22Feb- 5Mar	An AFIS OL-F representative acted as coordinator ... and focal point for intelligence inputs and requests for information regarding electronic warfare during exercise Green Flag 82.	134
<u>MAR</u>		
--	The Modular Architecture for Exchange of Intelligence (MAXI) was declared the DODIIS Standard Single Processor Automated Message System (AMHS).	61
--	Two AFIS reorganizations were reviewed, approved ... and implemented. The Directorate of Attaché Affairs (AFIS/INH) created an Officer Selection/Training and Support/Area Specialist Division and an Enlisted Selection/Administration Division. The Directorate of Operational Intelligence, Intelligence Research Division (AFIS/INOI) created branches reflecting major areas of responsibility (i.e. Missile and Space Branch and C3 and Intelligence Branch).	6
13-14	The National Capital Area Reserve Area Director-DTS Commander Workshop was held at Fort Belvoir. The workshop provided a forum for DTS Commanders to review areas of management, operations and personnel with an objective to further refine and improve the existing Air Force Intelligence Reserve (AFIR) program.	76
17Mar- 8Apr	AFSAC supported Team Spirit 82, a joint Republic of Korea (ROK) and U.S. field training exercise.	145
<u>APR</u>		
1	The AFIS/DA Pentagon Support Branch (AFIS/DAU) ... was eliminated. Its functions were transferred to AFIS/INSA along with two AFIS/DA positions. The third DAU position was transferred to the AFIS Logistics Division (AFIS/LG).	28
4	The Special Activity Applications Group (AFIS/INOH) was formally established within AFSAC at Fort Belvoir.	48
5-16	The AFIS Inspector General (AFIS/IG) conducted ... a Management Effectiveness Inspection (MEI) of [REDACTED]. Overall rating	33

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<u>DATE</u>	<u>EVENT</u>	<u>PAGE</u>
<u>APR</u>		
26Apr- 23May	AFSAC supported the Flintlock 82 exercise which ... took place in Vaihingen, Federal Republic of Germany.	145
<u>MAY</u>		
20	A Feasibility Study found the Directorate of Evasion and Escape/PW suitable for Manpower Standards development. This function had never been studied before and presented a "ground-up" building effort for AFIS/MO.	7
24-28	The first worldwide AFSAC Commanders' Conference ... was held at Headquarters AFSAC, Fort Belvoir.	150
<u>JUN</u>		
15	The Directorate of Operational Intelligence, Intelligence Research Division (AFIS/INOI) formally reorganized from two branches (Strategic Systems and Aircraft/Defensive Missiles) to three branches (Missile and Space, Aircraft, and C3 and Intelligence). In addition, the division was directed to initiate manpower acquisition for a fourth branch which would address Third World activities.	53
21	AFSAC established a board of senior management officials in Headquarters AFSAC to formulate fiscal policy, work management problems, and serve as a body to review corporate AFSAC fiscal and resource submissions.	147
28	Following up on the 1981 Intelligence Individual Mobilization Augmentee Restructuring, AFIS/MO began a comprehensive review of intelligence IMA requirements. This review stressed reduction or elimination of Air Force Specialty Codes (AFSCs) (particularly non-intelligence AFSCs) reflected on the wartime untasked AFSC list.	7
<u>JUL</u>		
1	The Civilian Potential Appraisal System (CPAS) ratings replaced the Supervisory Appraisal of Employees Performance which had been used for the last several years.	14

<u>DATE</u>	<u>EVENT</u>		<u>PAGE</u>
<u>JUL</u>			
12	The Personnel Training, Education and Career Development Division (AFIS/DPT) was created.	...	15
15	For the first time, wartime mission responsibilities were addressed in the AFIS Organization and Function Chartbook, AFISR 23-1.	...	7
16	The Collateral Security Division (AFIS/INSA) assumed a portion of the functions previously performed by the Intelligence Reference Branch (AFIS/INDOC).	...	63
27-29	The AFIS Inspector General (AFIS/IG) conducted a Management Effectiveness Inspection (MEI) of [REDACTED]. Overall rating-	...	33
<u>AUG</u>			
--	The first edition of the official AFIS newspaper, <u>The Intelligencer</u> , was printed and dispatched.	...	40
--	Per tasking by AFIS/MO, the AFSAC Plans and Policy Branch (AFSAC/INXA) reviewed AFSAC's wartime augmentation requirements with regard toward changing 702XX reserve requirements (which were to be deleted under new DOD and USAF/MMP guidance) into 20370 and 201XX slots. The overall number of reserve positions authorized for AFSAC did not change, only the Air Force Specialty Codes (AFSCs).	...	146
4	The AFIS Manpower and Organization Division (AFIS/MO) replaced the Air Force Standardization Organizational Structure Codes (OSCs) used in the Unit Manpower Documents (UMD) with functional office symbols. This initiative made the UMD more manageable.	...	7
6	The Deputy Secretary of Defense directed that the military departments implement a program of polygraph screening for persons with Sensitive Compartmented Information (SCI) access. The polygraph examination would address counter-intelligence questions only. Under the new direction, the Personnel Security Division (AFIS/INSB) would determine which Air Force personnel would be polygraphed and the Air Force Office of Special Investigation (AFOSI) would conduct the actual polygraph examinations.	...	64

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<u>DATE</u>	<u>EVENT</u>	<u>PAGE</u>
<u>AUG</u>		
17-28	AFSAC supported the Ulchi Focus Lens 82 command ... post exercise held at Taegu AB, Republic of Korea.	145
<u>SEP</u>		
19-30	Exercise Ridge Runner 82 was conducted at Camp Dawson, West Virginia. This exercise was the second in a series of annual joint service evasion training exercises sponsored and conducted by the Evasion and Escape, Prisoner of War Directorate (AFIS/INR). The explicit purpose of the exercise was to provide concentrated training for selected members of all four U.S. Armed Services whose duties entailed teaching and or briefing U.S. combat personnel on the subject of evasion or conducting basic, advanced, or continuation evasion training. Fifty-one student trainees, including members of the Royal Air Force, United Kingdom, participated.	100
27	The Target Intelligence Division (AFIS/INOT) was elevated to directorate level as the Directorate of Targets (AFIS/INT).	56
<u>OCT</u>		
--	The Readiness Command (REDCOM) Intelligence Data Handling System (IDHS) achieved an initial operating capability.	62
--	Preliminary planning began to examine the feasibility of constructing a new Air Force Intelligence facility at Bolling AFB, D.C.	25
1	Brigadier General Bissell (AFIS/CC) merged the AFIS Vice Commander (AFIS/CV) and Chief of Staff (AFIS/CS) positions. The new position retained the Vice Commander designation and was located at Fort Belvoir. Colonel William B. Sherman, formerly Director of Operational Intelligence (AFIS/INO), assumed the duties of the amalgamated Vice Commander position. Colonel Alfons Broz (AFIS/CS) served as a Special Assistant to the Commander until his retirement on 1 November.	4
1	AFSAC created a new Career Management and Training Branch (AFSAC/INXC) by consolidating the training functions of AFSAC/INOB with the career management functions of AFSAC/INX. The primary mission of the new branch was to identify, select, and train AFSAC personnel, and to provide for their career progression.	147

<u>DATE</u>	<u>EVENT</u>	<u>PAGE</u>
<u>OCT</u>		
12Oct- 12Nov	AFIS OL-F personnel supported Coronet Zippo ... testing.	134
15	A supply account was established between Headquarters AFIS and Fort Belvoir which allowed AFIS supply custodians to purchase items through the U.S. Army supply system. This new account eliminated the previous need for numerous supply trips to distant locations such as Bolling and Andrews AFBs.	26
180ct- 5Nov	The AFIS Inspector General (AFIS/IG) conducted a Management Effectiveness Inspection (MEI) of the [REDACTED]. Overall rating- [REDACTED].	33
250ct- 5Nov	Exercise Proud Saber 83 was conducted. It evaluated the readiness and responsiveness of the Air Force Reserve to properly react to mobilization tasking in time of national emergency.	77
<u>NOV</u>		
9	The Attache Affairs Area Specialist Board convened to select 13 candidates to enter training in FY83. The 13 selected were scheduled to attend training for a Master's degree and language in a specific geographical area. The geographical areas to be studied included Soviet, Sub-Saharan Africa, Far East, Middle East, Latin America and Western and Eastern Europe.	95
9-10	AFIS OL-F hosted a Precision Location Strike System (PLSS) Intelligence Support Conference with representatives of AF/INEG, AFIS OL-N, AFSAC/INA and FTD.	112
15	Construction began to convert [REDACTED] at Fort Belvoir, into a new Sensitive Compartmented Information Facility (SCIF) for use by the Air Force Special Activities Center (AFSAC).	25
<u>DEC</u>		
6	A second floor landing within the AFIS compound at Fort Belvoir collapsed. Two enlisted personnel received multiple injuries.	35
11	AFIS established an Office of Information Systems Management Team. The team provided management and guidance for Office Information Systems Management (OIS) within AFIS.	31

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CHAPTER I

MISSION, RESOURCES AND SUPPORT ACTIVITIES

MISSION, ORGANIZATION AND COMMAND

Mission

The Air Force Intelligence Service (AFIS) provided specialized intelligence services and information to Headquarters United States Air Force (USAF) and Air Force Commanders worldwide by collecting, processing, and disseminating intelligence information.¹

The National Security Act of 1947, as amended, authorized the Air Force to collect, evaluate, correlate, and disseminate departmental intelligence. Department of Defense directives called for the Air Force to provide an organization capable of furnishing adequate, timely, and reliable intelligence for Department of Defense use.²

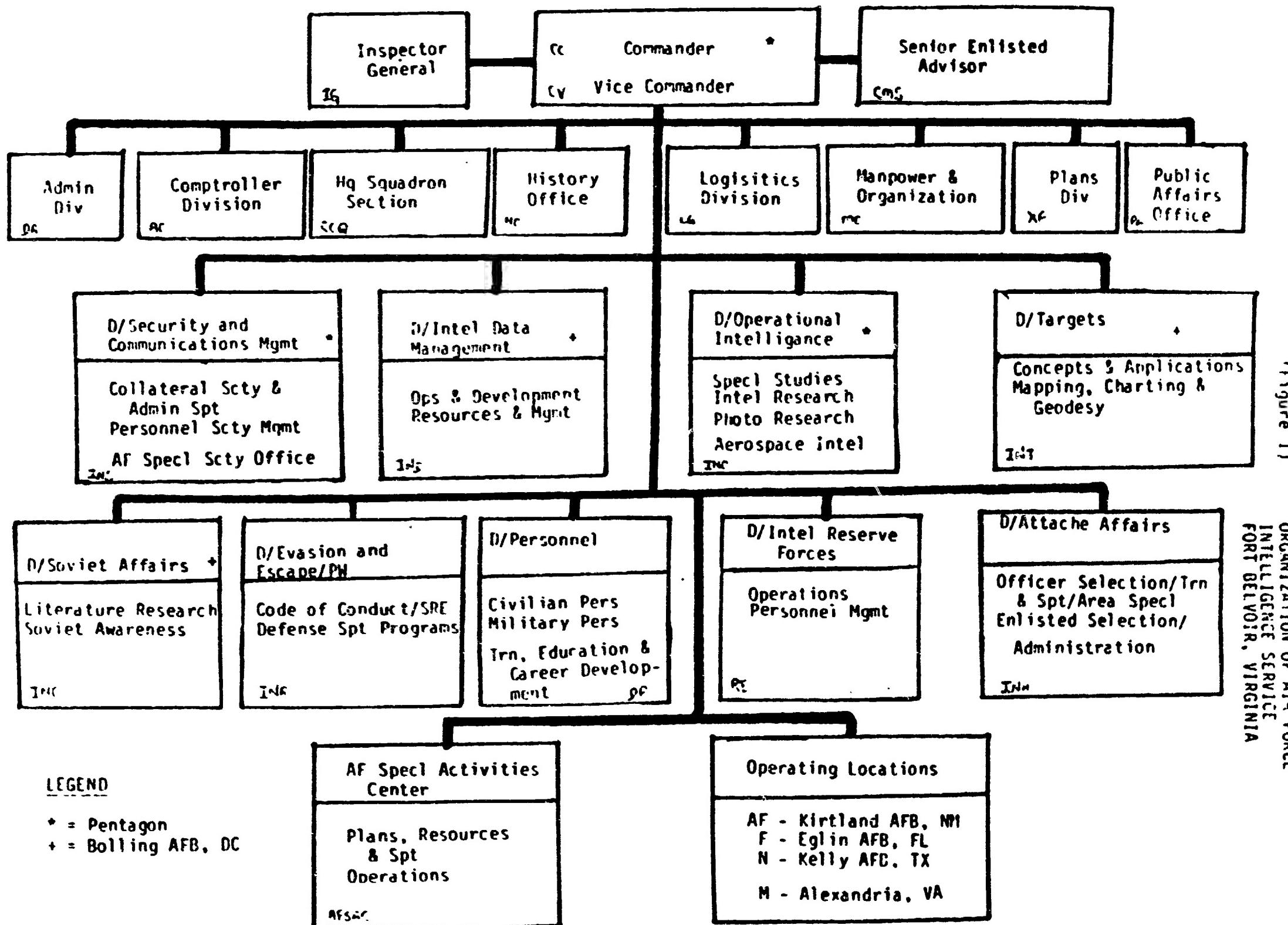
In 1971, the Secretary of the Air Force directed the realignment of Air Staff operating and support functions to other organizations. As a means of continuing the original intelligence mission, the Air Force Intelligence Service was established on 27 June 1972, as a Separate Operating Agency (SOA) with Headquarters at Fort Belvoir, Virginia.³

Organization

Throughout 1982, AFIS continued to support USAF planning and combat operations and responded to changing Air Force intelligence requirements. AFIS retained eight directorates to support its mission. These included Operational Intelligence (AFIS/INO), Security and Communications Management (AFIS/INS), Intelligence Data Management (AFIS/IND), Personnel (AFIS/DP), Attache Affairs (AFIS/INH), Intelligence Reserve Forces (AFIS/RE), Soviet Affairs (AFIS/INC), and Evasion, Escape and Prisoner of War (AFIS/INR). An additional directorate was created in September with the elevation of the Targeting Division to directorate level (AFIS/INT). (See Figure 1).⁴

The Operational Intelligence Directorate provided the Air Force with all-source intelligence affecting Air Force policies, resources, force deployment and employment, indications and warning, intelligence analysis of current operations, and special intelligence research; provided intelligence support of electronic warfare activities; and ensured that the Secretary of the Air Force, the Chief of Staff, and key Air Staff officers received the timely and accurate intelligence necessary to assess critical situations in world crises.⁵

The Security and Communications Management Directorate oversaw the worldwide Air Force Special Security Office and Special Activities Office and ensured compliance with security policies that covered special intelligence and intelligence telecommunications.⁶



(Figure 1)

**ORGANIZATION OF AIR FORCE
INTELLIGENCE SERVICE
FORT BELVOIR, VIRGINIA**

As of: 31 Dec 82

[REDACTED] The Intelligence Data Management Directorate planned, coordinated, and exercised managerial control of worldwide Air Force intelligence data handling systems.⁷

[REDACTED] The Intelligence Reserve Forces Directorate managed the Air Force Intelligence Service's Intelligence Reserve program. Responsibilities included the recruitment, administration, readiness training, and operational use of assigned and attached mobilization augmentees in support of active forces, peacetime requirements, and contingency mission requirements. The directorate also developed, reviewed, and revised programs, plans, and operations documents affecting the Air Force Intelligence Service's Intelligence Reserve program.⁸

[REDACTED] The Soviet Affairs Directorate conducted the Air Force's Soviet Awareness Program, consisting of the Soviet Military Thought and Studies in Communist Affairs books series, "Soviet Press Selected Translations" periodical, internal publications, the Soviet Military Power Week, Soviet Awareness Team, and the Soviet Military Literature Research facility.⁹

[REDACTED] The Evasion and Escape and Prisoner of War Directorate provided centralized management and cohesive direction to all aspects of intelligence support of evasion and escape and prisoner of war matters and served as the action office for Department of Defense Code-of-Conduct training.¹⁰

[REDACTED] The Personnel Directorate provided assistance and recommendations on all matters that pertained to military and civilian personnel acquisition and assignment, career development and training, career management, and liaison between worldwide intelligence activities and the Air Force Manpower and Personnel Center.¹¹

[REDACTED] The newly formed Targets Directorate provided expertise on targeting, weapons, geodesy, and cartography and served as the Department of the Air Force contact with the Defense Mapping Agency.¹²

[REDACTED] Besides the major directorates, eight additional agencies provided special staff support. These included the Administrative, Comptroller, Logistics, Manpower and Organization, and Plans Divisions, the Headquarters Squadron Section and the History and Public Affairs Offices. These offices reported directly to the AFIS Vice Commander. The Inspector General and Senior Enlisted Advisor reported directly to the AFIS Commander. Other agencies assigned to AFIS included the Air Force Special Activities Center (AFSAC)* and four Operating Locations (OLs) -- OL-AF, Kirtland AFB, New Mexico; OL-F, Eglin AFB, Florida; OL-N, Kelly AFB, Texas; and OL-M, Alexandria, Virginia.¹³

* AFSAC provided centralized management over all the Air Force activities involved in the collection of information from Human Resources. Major subordinate units were located in Air Force European and Pacific commands.

In addition to the creation of the Targeting Directorate (AFIS/INT), three other organizational changes took place in 1982. The Public Affairs Office was established as a separate organization; a new Training, Education and Career Development Division (AFIS/DPT) was created within the Personnel Directorate; and the AFIS, Chief of Staff position was eliminated.^{14*}

Command

During 1982, Brigadier General Schuyler Bissell continued as Commander of AFIS and Deputy Assistant Chief of Staff, Intelligence (DACS/I), Headquarters USAF, Washington, D.C. Throughout his career, General Bissell held a variety of positions including operational assignments with the Air Training Command, duty as an instructor pilot, flight commander and squadron evaluation section chief.¹⁵

While assigned to the 497th Tactical Fighter Squadron at Ubon Royal Air Force Base, Thailand, General Bissell flew 119 combat missions, totaling 187 hours in F-4 aircraft over North Vietnam. From September 1968 to July 1970, the general was an action officer in the Directorate of Operations at Headquarters USAF, and was also a member of the Operations Review Group that evaluated air operations in the Republic of Vietnam. Acting in support of a Corona Harvest study, the general was a member of a group that examined strategy for the employment of air power in Southeast Asia.¹⁶

After completing the Army War College in June 1971, he was assigned to the Air Training Command at Vance AFB, Oklahoma, where he served as Base Commander, Deputy Commander for Operations and Wing Commander for the 71st Flying Training Wing. In July 1974, he transferred to Reese AFB, Texas, as Commander of the 64th Flying Training Wing. He remained at that post until he departed for Washington, D.C., in May 1975, to begin training for an Attache assignment. He served as United States Defense Attache and Air Attache to Israel from August 1976 to August 1979. The general then became Deputy Assistant Chief of Staff for Intelligence, Combined Forces Command, and Assistant Chief of Staff, Intelligence for United States Forces Korea. He assumed his present position on 22 July 1981.^{17**}

The only change in command structure in 1982 involved the amalgamation of the AFIS Vice Commander and Chief of Staff positions. One of the initial actions General Bissell took after assuming duties as Commander of AFIS was to establish a new Chief of Staff position and office at Fort Belvoir. Colonel Alfons L. Broz was selected to fill this important new position which became effective 1 October 1981.¹⁸⁺

* See the appropriate sections within this history for additional information.

** For additional information, see the official biography, SD-2.

+ Colonel Broz was projected to retire on 1 November 1982.

[REDACTED] During the next year, a strong management and leadership presence at Fort Belvoir proved to be highly effective and responsive to the growing needs of AFIS. In order to continue that presence and to free up a valuable senior management position for use elsewhere, General Bissell elected to amalgamate the AFIS Vice Commander (AFIS/CV) and Chief of Staff (AFIS/CS) positions.¹⁹

[REDACTED] The new position retained the Vice Commander designation and was located at Fort Belvoir. Colonel William B. Sherman, formerly Director of Operational Intelligence (AFIS/INO), assumed the duties of the amalgamated Vice Commander position. Colonel Jack Morris, relinquished his prior Vice Commander duties and assumed duties (on a full-time basis) as the AF/IN Executive Officer. After relinquishing his Chief of Staff duties, Colonel Broz served as a Special Assistant to the Commander until his retirement on 1 November. All changes were effective 1 October 1982.²⁰

RESOURCES MANPOWER

Mission and Resources

[REDACTED] The Manpower and Organization Division (AFIS/MO) managed AFIS and Air Force wide reserve Individual Mobilization Augmentee (IMA) authorizations; managed active manpower authorizations; controlled the AFIS organizational structure; conducted manpower surveys; and determined manpower requirements. AFIS/MO began 1982 with three branches -- Resources, Requirements, and Management Engineering. On 1 April, a new two-branch structure was instituted to better define responsibilities and serve AFIS. The Resources and Productivity Branch emphasized dedication to conservation of, and participation in, the full utilization of critical resources. The Engineering and Requirements Branch stressed identification of functional manpower needs and dedicated support of the Management Engineering Program (MEP) started in 1981. Essentially, both new branches were created to provide better service capability to AFIS customers and lend intensified emphasis to both Air Force wide programs (productivity, resource control, organization structure control) and command resource management efforts.²¹

[REDACTED] Manning authorizations within MO remained unchanged throughout the year. The division retained one officer and five enlisted positions. Major John S. Follrod continued as Chief.²²

Operations

[REDACTED] January marked the beginning of a concerted effort to acquire an on-site dedicated Cathode Ray Tube (CRT) capability to process Command Manpower Data System (CMDS) updates and changes. Air Force elimination of punch card batch processing for CMDS programs made it imperative for MO to possess CRT processing capability. Major Follrod projected full operational status in the third quarter of Fiscal Year (FY) 83.²³

The General Defense Intelligence Program (GDIP) resource adds for FY 82-83 were distributed in January. A total of 15 officers, nine enlisted, and four civilians were allocated to intelligence endeavors.

Eight additional resources were allocated to the Directorate of Intelligence Data Management (AFIS/IND).

24

Two reorganizations were reviewed, approved and implemented in March. The Directorate of Attache Affairs (AFIS/INH) created an Officer Selection/Training and Support/Area Specialist Division and an Enlisted Selection/Administration Division. The Directorate of Operational Intelligence, Intelligence Research Division (AFIS/INOI) created branches reflecting major areas of responsibility (i.e. Missile and Space Branch, Aircraft Branch, and C³ and Intelligence Branch). In both cases, functional recognition was greatly enhanced and customer contact improved.

25

Two additional reorganizations were approved during 1982. These included the Directorate of Personnel and The Target Intelligence Division. AFIS/MO reviewed, approved and implemented a reorganization of the Directorate of Personnel (AFIS/DP) effective 12 July. A Training, Education, and Career Development Division (AFIS/DPT) was established to emphasize the critical nature of procuring, training, and retaining valuable personnel intelligence resources. The centralized management of career intelligence personnel would greatly enhance the Air Force's ability to keep abreast of sensitive events of intelligence value.

26

The Target Intelligence Division (AFIS/INOT) was elevated to directorate level as the Directorate of Targets (AFIS/INT) effective 27 September. This action acknowledged the level of responsibility, coordination, and authority exercised by target intelligence personnel.

27

The Manpower and Organization Division also conducted a major review of AFIS and Office of Assistant Chief of Staff, Intelligence (AF/IN) National Capital Region (NCR) authorizations in September. The review was significant in that in addition to the number of authorizations allocated to each office, the Management Headquarters versus non-Management Headquarters responsibilities of each office, and the special inter-relationship between AF/IN and AFIS offices were addressed and made a matter of record. If the recommendations provided in this review were adopted, major shifts in responsibilities and resources would occur, resulting in a substantial growth of AF/IN and complimentary reduction of AFIS. No additional information was available by the end of the year.

28

AFIS/MO facilitated the launching of a Quality Circle (QC) management program by arranging for Colonel Alfons Broz (AFIS, Chief of Staff) to attend the Executive Seminar on the QC process at Wright-Patterson AFB, Ohio on 20 April. This was followed up with

representatives from MO and the Administrative Division (DA) attending a five day QC course at Wright-Patterson from 16-20 August. AFIS/DA had volunteered to be the first QC. This was a new management initiative within AFIS and promised increased productivity through worker involvement.²⁹

A Feasibility Study completed on 20 May, found the Directorate of Evasion and Escape/POW suitable for Manpower Standards development. This function had never been studied before and presented a "ground-up" building effort for MO.³⁰

On 25 June, MO received Air Force Management Engineering Agency (AFMEA) approval of its Manpower Standard Study for the Office of the Security Police, Air Force Security Clearance Office in 1980-81. That was an encouraging event for the AFIS Management Engineering Program (MEP), as efforts through the end of 1982 in the Directorate of Security and Communications Management, Personnel Security Division (AFIS/INSB) Manpower Standard Study had yet to be realized. As of 31 December, several INSB study issues were still unresolved.³¹

Following up on the 1981 Intelligence Individual Mobilization Augmentee Restructuring, MO began a comprehensive review of intelligence IMA requirements on 28 June. Requiring a comprehensive closely coordinated evaluation of Major Command (MAJCOM) needs, this review stressed reduction or elimination of Air Force Specialty Codes (AFSCs) (particularly non-intelligence AFSCs) reflected on the wartime untasked AFSC list. As the central manager for intelligence IMAs, MO's goal was achievement of a "lean and mean" manpower posture in the reserve program, paralleling that of the active duty posture.³²

For the first time, wartime mission responsibilities were addressed in the AFIS Organization and Function Chartbook, AFISR 23-1 on 15 July. The chartbook had undergone a complete revision prior to its publication. Manpower's concern with clarifying the wartime role of AFIS was extended to civilian utilization on 25 August. At that time, AFSAC was tasked to identify those civilian positions deemed Wartime Essential. A clear picture of IMA reserve requirements necessary to backfill vacated military and civilian positions due to hostile actions was now achievable.³³

Pursuing MO's aggressive MEP initiative, the division completed a Feasibility Study in Headquarters AFSAC on 19 July. The study identified the Command Section and the Plans and Resources, and Support Division as suitable for Manpower Standards development. The actual standard study would yield five manpower standards encompassing approximately 20 authorizations.³⁴

On 4 August, MO replaced the Air Force Standardization Organizational Structure Codes (OSCs) used in the Unit Manpower Document (UMD) with functional office symbols. This initiative made the UMD much more manageable. The entire AFIS community found this document easier to use in this configuration.³⁵

The 1982 Productivity Report, completed on 30 September, marked a giant step forward for MO in terms of extracting substantial initiatives from the functional managers and presenting those goals in realistic achievable terms. The division's attention to the Fast Payback Capital Investment Program (FASCAP) also enabled AFIS to realize a 400 percent increase in proposals forwarded to Air Force for approval (i.e. four proposals in 1982 versus one proposal in 1981).³⁶

Another significant first for MO was participation in the AFIS Inspector General (IG) visit to [REDACTED] from 26-31 July. That event marked another step forward in MO's effort to achieve total involvement in the management of the command's resources. The visit afforded OL-F personnel an opportunity to get to know, and confront directly, the office responsible for answering their manpower requirements. Similarly, it permitted MO to gain insight into the physical, and operational situation which defined that OL.³⁷

Major Follrod also travelled with the AFIS/IG team to visit the European Special Activities Area (ESAA) from 30 October to 7 November. In addition to reinforcing the value of MO representation on the IG team, ground work was laid for a manpower study of ESAA in the summer/fall of 1983, and valuable insight was gained which enabled MO to accurately respond to pressing manpower adjustment needs within ESAA.³⁸

Manpower and Organization experienced another first in October with its participation in Exercise Proud Saber. The division's efforts to convert its CMDS IMA files to active duty in reaction to this Air Force wide exercise was a valuable learning experience. Several interface problems with the computer programs were identified and presented to Air Force for resolution. The relatively small size of MO allowed them to manually work around the reserve to active exchange problem. It was unlikely, however, that such patch work fixes would meet the requirements for future exercises. The criteria for timeliness had to be maintained.³⁹

Special Problems

The Management Engineering Program (MEP) which began in AFIS in 1981 had not achieved program objectives. It became apparent that such a program, conducted under the auspices of AFR 25-5, Air Force Management Engineering Program (MEP), could not thrive in AFIS without significant reshaping of MO's approach. Alternatives to the formal Air Force MEP program were explored -- alternatives which would afford the command the benefit of AFR 25-5 methodology without its rigidly structured recording, reporting and approval procedures. Coupled with the policy and overhead nature of the command's functions, AFR 25-5 procedures tended to eliminate the functional flexibility necessary to respond to the commands growth and dynamic changes in mission emphasis and or requirements.⁴⁰

Deleted per 5 U.S.C. 552(b)(5)

[redacted] Studies began in 1932 should provide sufficient experience and lessons learned to determine the future of the command MEP program. Major Follrod sought to draw upon the technical aspects of the Air Force MEP process while reducing the formal documentation and dispensing with external review and staffing requirements. With those refinements, he expected to make continuing progress toward a command program which would provide functional managers with sound, objective management tools to identify their manpower needs and to redistribute their resources as missions changed.⁴¹

PERSONNEL

Mission and Resources

[redacted] The Directorate of Personnel (AFIS/DP) provided the Commander of AFIS with assistance and recommendations on all matters that pertained to AF/IN-AFIS military and civilian personnel acquisition and assignment, career development and training, career management, and liaison between worldwide intelligence activities and the Air Force Manpower and Personnel Center and Palace Sentinel. It also monitored USAF intelligence community personnel resources and programs.⁴²

[redacted] The directorate significantly changed its prior organizational structure containing two major subdivisions -- the Civilian Personnel Division (AFIS/DPC) and the Military Personnel Resources Division (AFIS/DPR), with the addition of a third section, the Training, Education and Career Development Division (AFIS/DPT) on 12 July. As of 31 December, AFIS/DP was authorized a total of 13 positions (eight military and five civilians) with 14 assigned (nine military and five civilians). The one additional military member was projected to remain an overage until the establishment of a new Language and Area Studies Branch (AFIS/DPTL) in 1983. The military person listed as an overage was scheduled for terminal leave (pending retirement) in August 1982.* Table I-1 provides a summary of the DP budget as of 31 December.⁴³

[redacted] The Civilian Personnel Division (AFIS/DPC) provided complete competitive and excepted civilian personnel support to managers and to operating Civilian Personnel Offices (CPOs). The division developed policy and directives internal to AFIS that pertained to civilian personnel management; acted as the central point of contact with managers and CPOs on all personnel actions and programs; administered the civilian awards and decorations programs; evaluated personnel management requests that affected staffing actions against manpower authorizations; maintained a civilian personnel data base; administered the functional area of the Civilian Intelligence Career Development Program (ICDP); provided assistance to the functional managers at all levels on all aspects of the ICDP Air Force wide; received policy guidance from Headquarters USAF and the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Installations);

* Appendix III contains a complete summary of authorized and assigned strength for AFIS.

advised management at all levels on a variety of civilian personnel problems, including matters such as supergrade actions, consultant appointments, high-grade ceiling control, and other position actions; controlled supervisory and high-grade civilian positions; and managed the internal civilian career development program.⁴⁴

TABLE 1-1
AFIS/DP BUDGET STATUS

<u>MFP</u>	<u>CATEGORY</u>	<u>ANNUAL TARGETS</u>
9	Travel	\$5,000
	Equip Rent	\$7,000
	Equip Maint	\$4,700
	Contr Svcs	\$1,000
	Non-stock supplies	\$13,000
	Non-stock equipment	\$ 3,000
	TOTAL:	<u>\$33,700</u>
9	Travel	\$35,500
	Education	\$ 9,000
	TOTAL:	<u>\$44,500</u>
9	Civ move allowance	\$.000
	Travel	<u>\$10,000</u>
	TOTAL:	<u>\$10,000</u>
3	Civ move allowance	\$ 1,200
	PCS Civ	\$10,000
	Transportation	\$32,800
	TOTAL:	<u>\$44,000</u>

[REDACTED] The Training, Education And Career Development Division (AFIS/DPT) provided complete service to all military and civilian personnel in the Metropolitan Area, as well as the CONUS AFIS Operating Locations. AFIS/DPT scheduled all training of AF/IN-AFIS military and civilian personnel;* insured mandatory courses identified on civilian ICDPs were completed along with desirable courses as funds permitted; insured each civilian in ICDP had a five year ICDP plan and completed the required training; insured civilians completed their Individual Development Plan (IDP), if funds permitted; used the Pipeline Management System (PMS) to properly manage Command training requirements, validations; allocations, sub-allocations; budgeted for, and obtained additional funding if necessary, for fiscal year training needs of AF/IN civilians, AFIS military, and AFIS civilians - each

* This included all residence and correspondence courses, as well as arranging for instructors to come TDY to the area if it saved Air Force travel funds. It also included scheduling all professional training, as well as Professional Military Education (PME), such as Squadron Officer School (SOS), NCO Academy (NCOA), NCO Leadership School (NCLS), Executive/Mid-Level Development, etc.

having its own budget; worked closely with the Consolidated Base Personnel Office (CBPO) and Central Civilian Personnel Office (CCPO) to insure orders were cut and allocations made; worked closely with the Office of Civilian Personnel Operations (OCPD) concerning civilian training and with AFIS Comptroller concerning military training; monitored training opportunities, advertised them, and obtained quotas, as needed; worked special training programs; insured training facilities, supplies, equipment, etc. were provided for instructors TDY to this area; worked with AFSAC in sub-allocating AFSAC controlled quotas (i.e. Military Operations Training Course, Military Operations Seminar) Air Force wide; monitored and funded special MAJCOM quotas for 203XOs, 208XOs; expanded AF/IN-AFIS participation in the Non-Resident Foreign Language Training Program; conducted annual screening and validation of AF/IN-AFIS training requirements; completed Air Force wide five year ICDP training requirements for DIA; managed the AFIS Suggestion Program; and budgeted for directorate expenses and AFIS civilian PCS moves.⁴⁵

[REDACTED] Together with the Air Force Manpower Personnel Center (AFMPC), the Military Personnel Resources Division (AFIS/DPR) identified and recommended qualified military personnel (lieutenant colonel and below - including noncommissioned officers) for assignment to Air Force Intelligence activities, including all worldwide Human Intelligence (HUMINT) collection organizations; monitored all AF/IN, AFIS and AFSAC military personnel assignment actions (lieutenant colonels and below - including noncommissioned officers), such as utilization, reassignment, and upgrades; established and implemented, as directed by AF/IN, command policies on all Air Force Intelligence activity military personnel assignments or reassessments; coordinated all personnel actions for the Assistant Chief of Staff, Intelligence which involved colonel assignment actions for AF/IN and Air Force Intelligence Service activities; administered the military awards and decorations programs, officer effectiveness reports, and airmen performance reports; represented the Director of Personnel in all personnel subsystem activities that formulated computer output products for staffing requirement information; managed the Air Staff Training program (ASTRA) for intelligence; assisted in staff planning, preparing advance analysis of personnel capability, and introduced personnel information and requirements as planning factors; and reviewed AFR 11-4 agreements and formulated the AFIS/DP position for all joint tenancy matters.⁴⁶

Civilian Personnel

[REDACTED] During 1982, a revision was made to the Training Compendium, DOD 1430-10M3-TNG, dated August 1982, revising the Training Compendium dated November 1979. The publication contained over 400 course entries. The document was important to the careerist and the supervisor as a desk reference for career development planning.⁴⁷

[REDACTED] In February, a change was issued to Section VII, Appendix A (Page A-18) of the DISCAS Procedural Manual (DOD 1430.10M Annex 3: General Intelligence). This provided consistency in registering the varied adjectival ratings developed by each component. In order to get the five-point value of the former "Outstanding Performance

Award", each careerist would get that credit for the highest rating available in the Component's official rating system (i.e., Air Force: Superior; Army: Exceptional; DIA: Outstanding; FRD: Outstanding; Navy: Merit Pay: Substantially Exceed all Objectives; Non-Merit Pay: Outstanding). Only those performance ratings which had been completely certified were to be listed.⁴⁸

The Intelligence Career Development Program (ICDP) Planning Group concurred with an automated DD Form 1932S, Narrative Supplement. The major change, other than automation, was that instead of six small entries for description of work, there would be four more extensive entries. In the validation and update process, the careerist could expand the experience. When a careerist changed jobs, was promoted, etc., the only requirement was to input the information for the new position -- reaccomplishing the entire form was no longer required. The new automated form should result in a more current and accurate data base of a careerist's experience.⁴⁹

Air Force ICDP registration data as of 11 November was 810 registered, but only 608 with current registration (68 percent). Table 1-2 provides a summary of AF/IN-AFIS ICDP trainee billet status as of 31 December.⁵⁰

TABLE 1-2
ICDP TRAINING STATUS

FULL PROFESSIONAL	JOURNEYMAN LEVEL	TRAINEE STATUS	VACANT	TOTALS
AF/INER	1	1	-	3
AF/INEG	2	-	-	3
AF/INES	-	1	-	1
AFIS/INCF	-	-	-	1
AFIS/INOI	1	-	1	3
AFIS/INT	1	-	-	1
AFIS/INOZB (INEG)	-	1	-	1
AFIS/INOZB (INER)	-	-	1	1
AFIS/INOZB (INES)	-	-	4	4
AFSAC/Det 21	2	-	1	2
AFSAC/Det 22	-	-	2	2
TOTALS	7	3	12	25

Review of a proposal to establish a civilian PALACE team with the OCPO, Randolph AFB, Texas, to handle all Air Force civilian intelligence requirements was disapproved by the Assistant Chief of Staff, Intelligence (ACS/I) on 23 December. The disapproval stated Air Force Intelligence must comply with the DOD Intelligence Career Development Program (ICDP) under DOD Directive 5010.10 derived from

Title 5, Section 213.3106. The PALACE proposal overlapped ICDP requirements in many areas, presented a duplication of effort by the employees and their supervisors, and limited management flexibility which was necessary in this area.⁵¹

Two new training courses were introduced during the year. This included the Advanced Scientific and Technical Intelligence Analyst Course (ASTIAC) and the DOD Strategic Debriefing and Interrogation Course (DSDIC). The Defense Intelligence School (DIS) began developing a training course (ASTIAC) to follow the entry-level Scientific and Technical Intelligence Analyst Introductory Course (STIAIC). This new course was needed to meet training requirements of the mid-career analysts in S&T Intelligence. It was expected to be a one-week course which would be taken two to three years after completing the STIAIC. It was envisioned that the course would be sufficiently developed to be offered as a pilot course in the fall of 1983.⁵²

The U.S. Army Intelligence Center and School (USAICS), Fort Huachuca, Arizona, began developing the DSDIC to improve the capabilities of personnel involved in the acquisition and exploitation of strategic intelligence from foreign and domestic sources and associated documents. Personnel from all services would attend the course and it would serve as advanced level training for DOD-wide strategic debriefing military and civilian officials. The first iteration was scheduled for early FY 84 with a course length of five weeks and four days.⁵³

Congress repealed the ceiling on high grade positions (GS-13 and above) which had been in effect since 1978. Air Force strongly pursued this legislative relief on the premise that it could more effectively manage high grade resources through prudent position management principles. Air Force developed a ratio system which was used as the normative standard for the control of high grades. Each MAJCOM, SOA and Direct Reporting Unit (DRU) was given a ratio of high grade positions to overall strength which had to be maintained. The ratios were developed by using the historical data for the past four years with appropriate adjustments to reflect new target goals developed by DOD. The system should provide the maximum flexibility within the constraints under which DPC had to operate. Periodically, the ratios would need to be adjusted to compensate for functional realignments or when otherwise justified. The overall strength included GS, GM, SES, and ST positions. On 26 April, Headquarters USAF assigned AFIS a 20.16 percent high grade ratio to overall strength. Air Force indicated AF/IN strength remained at 14, based on usage history. Subsequent negotiation by AF/IN increased this figure to 16.*⁵⁴

Executive Order 12338, dated 11 January 1982, removed AF/IN from the provisions of the Federal Labor-Management Relations Program, Chapter 71, Title 5, of the U.S. Code. This meant that AF/IN and AFIS employees were no longer in a bargaining unit and could not be represented by any labor union. Their civilian personnel

* Reduction-in-Force (RIF) was not administered during 1982 for AF/IN or AFIS.

administration and management were now governed solely by AFRs in the 40 series and directives of higher authority.⁵⁵

[REDACTED] The Union Contract no longer applied to AF/IN General Managers (GM) previously identified under the new Merit Pay System in 1931. These employees were converted from General Schedule (GS) to GM effective 21 March. Within-Grade Increases and Quality Salary Increases which were effective on or before 21 March were granted. The Job Performance Appraisal System (JPAS) was converted to the General Manager Appraisal System (GMAS) for these individuals. A total of 13 General Managers were identified for AF/IN and 16 for AFIS.⁵⁶

[REDACTED] On 1 July, Civilian Potential Appraisal System (CPAS) ratings replaced the Supervisory Appraisal of Employees Current Performance which had been used for the last several years. The new system rated current performance as a measure of a careerist's ability to compete for actions requiring promotion, reassignment, change to lower grade, selection for training, and other actions which the Civilian Personnel Office determined to warrant competitive procedures.⁵⁷

[REDACTED] In many cases, CPAS ratings determined whether an employee would be referred for placement in a job. CPAS ratings were used to break ties among candidates with similar experience on promotion certificates when these ties existed. Once a year, an employee's first level supervisor rated an employee's current work behavior using the AF Form 1297. The form consists of 19 behavioral dimensions (rating elements). The CPAS rating scale ranged from one to nine. Employees could receive a wide range of ratings showing their particular strengths and weaknesses, but most ratings should be in the central range (four to six).⁵⁸

[REDACTED] The CPAS used several specific formulas which were applied to the ratings. The formulas were developed after studying the characteristics of groups of Air Force civilian positions. Families of jobs were identified which possessed similar characteristics and job requirements. Weights, or the importance of specific job requirements, were assigned to each behavioral dimension for these job families. These weights varied for each job family, and would, therefore, be applied differently to each behavioral dimension in order to convert the rating. The formula for the job family of the position to be filled converted the ratings given to each behavioral dimension and the rating the employee received on that dimension.⁵⁹

[REDACTED] The key difference between CPAS and JPAS/GMAS was: (1) CPAS reflected an employee's current observable work behavior -- the CPAS rating would be converted to a measure of an employee's potential to perform in other positions; (2) JPAS/GMAS rated an employee's performance against written job performance elements and standards (goals and objectives) over a specified appraisal period.⁶⁰

Training, Education, and Career Development Division

The Training, Education and Career Development Division was established by Colonel Ronald Skorepa, Director of Personnel, on 12 July, by taking resources from within AFIS/DP and realigning them to create AFIS/DPT. The primary mission of DPT was to ensure that AF/IN-AFIS people were properly trained to meet mission requirements. The training program within AF/IN-AFIS continued to receive special emphasis throughout the year. It grew to the point where a separate division was created to properly handle all training needs. Tables 1-3 and 1-4 shows the growth of AFIS training.⁶¹ *

TABLE 1-3
AFIS TRAINING SUMMARY

	<u>MILITARY</u>					<u>CIVILIAN</u>				
	<u>FY80</u>	<u>FY81</u>	<u>FY82</u>	<u>FY83</u>	<u>FY84</u>	<u>FY80</u>	<u>FY81</u>	<u>FY82</u>	<u>FY83</u>	<u>FY84</u>
Funds(\$000)	7.0	24.0	33.0	44.5	51.0	Unk	5.0	14.0	15.5	30.0
Quotas	Unk	70	154	260	230	Unk	62	65	75	120

TABLE 1-4
PME TRAINING STATUS

	<u>FY 80</u>	<u>FY 81</u>	<u>FY 82</u>	<u>FY 83</u>	<u>FY 84</u>
Squadron Officer School (SOS)	3	3	5	10	Unk
NCO Academy (NCOA)	3	3	4	12	5
NCO Leadership School (NCOLS)	3	2	8	15	7

AFIS/DPT picked up responsibility for the Non-Resident Foreign Language Training Program in 1982. A physical transfer of the tapes and texts inventory was completed late in the year. Development of the program was scheduled to take place in 1983, after the Annual Program Review (APR) in February. Projected plans included expanding the library to include desired language coverage, as well as expanding Air Force wide implementation of this program.⁶²

* FY83 and 84 statistics were projections.

The training program problem, identified in 1981, was resolved by establishing the AFIS/DPT division. A civilian was hired in November to handle all civilian training AF/IN-AFIS wide as well as to monitor the Air Force Intelligence Career Development Program (ICDP). The individual was scheduled to attend training on the Pipeline Management Systems at Randolph AFB in 1983.⁶³

In June, AFIS/DP forwarded a Feasibility Study of Establishing a Training, Education, and Career Development (TEC) Division (AFIS/DPT). This document was the basis for establishing AFIS/DPT; however, only part of it was implemented. Only the Formal Training Branch was established in July. The study also concentrated on establishing a Linguistic and Area Studies Branch (AFIS/DPTL). This branch was to serve as the single Air Force contact point for implementing a central DPR for foreign language programs, would work closely with Defense Language Institute's Foreign Language Center (DLIFLC), be the OPR for all advanced Academic Degree Programs required by AF/IN-AFIS, manage the Area Specialist Program, develop a mid-career intelligence officer career course, etc. AF/INY had a counter-proposal. Both were still under study at the end of 1982.⁶⁴

In addition, the study proposed establishing a Reserve Training Branch (AFIS/DPTR) to consolidate training functions into one division within AFIS; submit requirements through the Pipeline Management System; permit better use of training quotas/opportunities for both active duty and Reservists; consolidate training funds into one "pot", become a member of the Air Force Intelligence Reserve Advisory Group (AFIRAG); conduct AFIS/RE training to include formal training, OJT, PME, Aerobics; etc. After discussion with AFIS/RE, the proposed AFIS/DPTR branch concept was cancelled due to the uniqueness of Reserve actions (i.e. ARPC controlled funds and quotas for Reserve training; could not send a reservist in an active duty quota and vice versa; etc.)⁶⁵

Military Personnel Resources

As a result of the major directorate reorganization instituted by Colonel Skorepa on 12 July, the Military Personnel Resources Division (AFIS/DPR) lost one officer and two enlisted billets from its authorized structure to form the Training, Education and Career Development Division. One Air Force Specialty Code (AFSC) 7024 Captain billet, with Major Stephen Broyles as the incumbent, became the AFIS/DPT division chief, while one AFSC 73270 Technical Sergeant and one AFSC 73250 Staff Sergeant authorization were moved from AFIS/DPR to form the core working element of the new training division.⁶⁶

AFIS/DPR continued to experience major problems with manning certain specific Air Force Specialty Codes (AFSCs) in the Intelligence (80XX) career field. Manning of the 802X HUMINT career field in Air Force Special Activities Center (AFSAC) units remained well below the Air Force manning standard for operational units, with an overall 71 percent figure. Another problem area was the 8044 imagery interpretation manning within AFIS; AFIS/DP was unable to gain

sufficient 8044 resources from Headquarters AFMPC/MPCROS4E, Palace Sentinel, to fill the increase in 8044 billets authorized for fiscal year 1982. Consequently the overall AFIS manning figures suffered a significant decrement, never attaining greater than an 86 percent figure for any month in 1982. This figure fell significantly short of the overall goal of 95 percent manning for AFIS.⁶⁷

Air Staff officer manning in 80XX stood at 97 percent by the end of 1982; AFIS manning was 85 percent and AFSAC manning was 71 percent. Non-80XX officer manning was 97 percent for the Air Staff, 102 percent for AFIS, and 100 percent for AFSAC. Contributing to the low AFSAC 80XX manning figures was the addition of ten billets to the AFSAC manning document during fiscal year (FY) 1983, beginning 1 October 1982. This AFSAC manning problem was projected to continue well into the future as the HUMINT infrastructure expanded worldwide in FY 84 and beyond.⁶⁸

Competing manning priorities also created significant manning problems for AFIS/DPR in 1982. Verbal and written manning priorities directed by the Assistant Chief of Staff, Intelligence (ACS/I), caused manning shortfalls in other AFIS Directorates when the overall AFIS manning was less than 100 percent. Specifically, AFIS/INOZC, the Intelligence Watch Facility, and AFIS/INC, the Soviet Awareness Team, had priority one fill requirements. Additionally, AFIS/AFSAC overseas units had a priority one fill. Consequently, manning shortfalls created by projected departures, particularly within AFIS/INC, caused AFIS/DPR to draft Soviet Awareness Team members from within available AFIS personnel resources in November to insure the continuity and viability of the Soviet Awareness Team. This action, involving two Captains assigned to AFIS/INOZB, caused particular concern within AF/INE, the Directorate of Estimates, because they were asked to give up two officers in exchange for one. Such manning problems were expected to continue into the future.⁶⁹

Airman assignments within AF/IN-AFIS staff elements achieved an all time record high for on-board enlisted strength in 1982. AF/IN elements were manned at an average of 100 percent with AFIS averaging 94.4 percent. Additionally, AFSAC was manned at an average of 98.5 percent. Such manning levels were significantly better than MAJCOM/SOA manning standards of 85-90 percent. Colonel Skorepa believed that AFIS and AFSAC manning could be higher, but new authorizations were added to manning documents with immediate fill action required. Generally, AFIS/DP could not program a fill in less than six months. Consequently, the overall enlisted manning figures suffered somewhat from the continually changing nature of the AFIS organization. Nevertheless, the significantly high manning percentage for AF/IN-AFIS enlisted billets was a tribute to the outstanding efforts of the personnel serving in the Airman Assignments Branch, AFIS/DPRA.⁷⁰

A major initiative was started in February to investigate alternatives to the 1100th Air Base Wing (ABW) as the servicing Consolidated Base Personnel Office (CBPO) for all AFIS elements.

AFIS/DP had received an unusually high number of complaints about inadequate servicing by the 1100th ABW/CBPO at Bolling AFB, D.C. from the time of the HUMINT amalgamation in October 1981. In general, the problems involved the servicing of AFSAC overseas units, particularly those in the European theater. Based upon an ever increasing list of complaints, Lieutenant Colonel Michael Turoff, the Director of Personnel in February, initiated a study to pursue alternate means for servicing AFIS personnel. On 11 March, AFIS/DP sent a package to General Bissell recommending a change of CBPOs from the 1100 ABW to the Headquarters Office of Special Investigation (OSI) CBPO, also at Bolling AFB. General Bissell did not accept the AFIS/DP recommendation and returned the package for further staffing. AFIS/DP resubmitted the CBPO change package again on 11 June, recommending the servicing CBPO for all AFIS personnel be combined with the AF/IN servicing CBPO, the 1947th Administrative Support Group (ASG), in the Pentagon.⁷¹

[REDACTED] A significant turn of focus on this issue occurred in July with the European trip of General Bissell. AFIS/DP prepared a point paper for General Bissell's trip, pointing out the status of the project as of 8 July. AFIS/DP resubmitted a package for staff action on 13 August, recommending Washington area personnel be serviced by the 1947th ASG in the Pentagon, and the decentralization of service to the nearest CBPO for geographically separated units (GSUs). General Bissell concurred in the AFIS/DP proposal on 29 September and agreed to decentralize the CBPO support for GSUs.⁷²

[REDACTED] Headquarters Air Force Manpower and Personnel Center (HQ AFMPC/MPCY) agreed to General Bissell's 29 September requests on 21 October. AFIS/DP requested AFMPC make some minor changes to their proposed Personnel Accounting System (PAS) code listing on 27 October. Headquarters AFMPC/MPCYCE agreed on 10 November. AFIS/DP informed the AF/IN-AFIS staff of the change in CBPO servicing policy for AFSAC units on 21 December. This request was being staffed at the end of 1982. AFIS/DP informed all subordinate AFSAC overseas elements and proposed servicing CBPOs of the finalization of CBPO decentralization by message on 27 December. The change of CBPO servicing was scheduled to take place on 20 January 1983.⁷³

MONETARY RESOURCES

Comptroller Division

[REDACTED] The Comptroller Division (AFIS/AC) continued to direct the financial management system. This was accomplished by providing budgetary and fiscal management; providing advisory and analytic services to the commander, staff and directorates on policies and procedures that pertained to resource management; and establishing information and financial control systems to assure efficient and timely management of resources.⁷⁴

[REDACTED] In accomplishing these requirements, the division maintained close liaison with the Air Staff at the Pentagon on matters that

related to budget, accounting, and management for AFIS; coordinated audit actions in response to the General Accounting Office and United States Air Force (USAF) Audit Agency (AFAA); established procedures to assure continuity of controller services under general or limited war or other emergency conditions; updated the Resource Management System (RMS) training program according to Department of Defense (DOD) and Headquarters USAF directives; maintained an information requirements management control system; analyzed cost and economics on new command programs and projects to support alternative resource allocation decisions; provided continuing program analyses to identify critical programs and evaluated resource management results; provided performance measurement tools to evaluate fiscal trends for management decision consideration; accomplished Special Studies for the commander and staff to promote increased organizational efficiencies; maintained a Management Information System (MIS) to support executive planning and decision making; and assured an accounting structure consistent with command management and reporting requirements by monitoring and reviewing financial reports.⁷⁵

█████ Other responsibilities included preparing budget submissions and performing liaison with USAF Comptroller and other Air Staff elements on command fiscal requirements including Operations and Maintenance (O&M), Intelligence Contingency Funds (ICF), and procured investment (3080) funds; monitoring fiscal impact of host tenant and interservice support agreements; making fiscal surveillance of contractual services and procurement actions; coordinating manpower requirements for comptroller functional taskings; formulating, coordinating and executing AFIS directives relative to resource allocation and financial management policies and procedures; distributing annual budget authorizations and quarterly allocations according to the financial plan; monitoring the budget to make sure it complied with legal and administrative requirements; interpreting directives, regulations, and policy guidance that related to the proper fund management and resource management efficiency; focusing analytical efforts on assisting the commander and staff in resolving time-sensitive unforeseen resource and multi-functional area problems; and managing and administering all appropriated funds and expense authority made available to AFIS.⁷⁶

█████ During 1982, one major organizational change occurred. The division reorganized the Management Analysis and Budget branches into one branch -- Management and Budget. Major Lloyd S. Garner continued as the Comptroller. The total manning included two officers, five enlisted personnel and one civilian (GS-5).⁷⁷

█████ Several actions took place during the year. In March, Major Garner submitted an article to the Air Force Comptroller Magazine. The article gave a brief history of AFIS and the mission of the Comptroller function in a Separate Operating Agency (SOA) at headquarters level. The Air Force Audit Agency began an annual audit of Intelligence Contingency Funds in April. There were three findings within the AFSAC account that required correcting; all other accounts received satisfactory ratings.⁷⁸

Both budget exercises -- the January Fiscal Year (FY) 84 Operations Operating Budget (OOB) and the May FY 83 Financial Plan (FP) -- were accomplished in a more timely and professional manner since the basic format had been stored on a word-processing system. Major Garner stated that he would continue to explore additional ways to automate individual Comptroller functions which would reduce the use of manual spread sheets and records.⁷⁹

Accounting and Finance

Two personnel actions were reported during the year. In October, Staff Sergeant Sharlene K. Kegan was assigned to the AFIS Accounting and Finance Branch from Bolling AFB, D.C. In November, Senior Master Sergeant Robert L. Grove (Chief, Accounting & Finance) received notification of a Permanent Change of Station (PCS) assignment to Howard Air Base, Canal Zone, with reporting in July 1983. Master Sergeant Sovine (E-8 Selectee) assigned to the Air Force Academy, Denver, Colorado, was projected as his replacement with a reporting date in June 1983.⁸⁰

Sergeant Grove spent most of January reviewing accounting records to determine the results of the FY 81 close-out. During February and March considerable time was spent with Bolling AFB accounting personnel purging prior fiscal year accounting records. During April, all FY 82 commitments and obligations were reviewed to make sure all current year accounts were properly recorded. Ordinarily, this would be a routine action; however, the situation at AFIS was complicated because of the geographical separation of AFIS from the host accounting offices.⁸¹

As indicated earlier, the Air Force Audit Agency (AFAA) began their yearly audit of Intelligence Contingency Funds in April. The three findings in the AFSAC account required many man hours to correct. Therefore, the period from April through June was spent reviewing AFIS accounts and developing new accounting procedures, for control of contingency funds. Sergeant Grove believed that procedures developed during 1982 would strengthen the overall accounting controls for ICF monies and provide a smoother year end close-out.⁸²

Management Analysis

In February, Technical Sergeant Ronald E. LaCoss, Chief of the Management Analysis Branch (AFS/ACM), became responsible for AFIS Pamphlet 170-1 Resource Management System (RMS) Guide. This pamphlet was prepared to give AFIS resource advisors clear guidance on using available resources and would be used in conjunction with semi annual RMS training sessions. The guide was published on 30 September.⁸³

From 1 March to 30 September, Sergeant LaCoss provided manning support to the Accounting and Finance branch until the arrival of Staff Sergeant Kegan. On 1 October the Budget and Management Analysis offices were combined to provide better support for AFIS. Since no additional people could be obtained for the AFIS/ACM

function, this was determined to be the most practical way to provide increased support to the AFIS staff.⁸⁴

From 1-30 October, Sergeant LaCoss performed a special study for AFIS space utilization in the compound at Fort Belvoir to ensure all available floor space was effectively used. The results were presented to Colonel Sherman (AFIS/CV) with the following recommendations: (1) relocate the History Office from building T-1917 to building T-1920, and relocate the AFSAC Supply Section (AFSAC/LGS) from the rear of building T-1920 to building T-1919. This would provide space within building T-1917 which was scheduled to be used as an AFSAC Sensitive Compartmented Information Facility (SCIF) in 1983.⁸⁵

As the Comptroller Focal Point for the Fast Capital Payback (FASCAP) Program for AFIS, Sergeant LaCoss assisted functional managers with package preparation and verified all cost data. During 1982, AFIS submitted four FASCAP proposals, of which two were approved and two were still pending as of 31 December. The first proposal was submitted by the Director of Soviet Affairs (AFIS/INC) for a MICOM 2002 word processing system. This was purchased with FASCAP funds for \$23,431 and would result in a life cycle savings of \$116,536 of O&M funds. The second proposal was submitted by the AFIS Administration Division (AFIS/DA) for an AMTCS 4-45 off-set printing system. Again, the item was purchased with FASCAP funds for \$47,092 with an anticipated life cycle savings of \$197,084. The two proposals still pending at the end of the year included the purchase of six word processors. One proposal was for the purchase of three CPT 8000 word processors, two located at OL-N in San Antonio and one located at OL-F in Florida. The second proposal involved the purchase of three 860T word processors, one in AFIS/AC and two in AFSAC.⁸⁶

In November, Sergeant LaCoss began a special study of AFIS Civilian Hiring Practices to help reduce the amount of civilian vacancies in AFIS. This study, when completed, would be of significant value to AFIS in both hiring and budgeting for civilian employees. In addition, he reviewed the AFIS lease and or purchase study accomplished in 1980 and updated in 1981. This enabled AFIS to obtain an additional \$65,000 (for appropriation of equipment items over \$3,000) by 30 September. The additional funds were committed to other requirements by 31 December.⁸⁷

Budget

During January, the FY 84 Operations Budget was submitted to Air Force and preparations were made to attend the Air Force Operating Budget Review Committee (OBRC) meeting in February. During the meeting, the AFIS operations budget was successfully defended. In March, First Lieutenant Terrence M. Frost, Budget Officer, was sent for six weeks temporary duty (TDY) to the Air Force Intelligence Resource Management Group (AF/INYR) at the Pentagon to assist in the preparation of the Air Force General Defense Intelligence Program (GDIP). Also in March, Major Garner traveled to Patrick AFB, Florida,

to review the FY 82 Advanced Range Instrumentation Ship (ARIS) and FY 83 Cobra Judy requirements.⁸⁸ *

The FY 83 Financial Plan (FP) was due in May. During this time frame, Major Garner was occupied almost exclusively with the audit of the intelligence contingency funds. Master Sergeant Michael E. Hansen planned and scheduled mid-year reviews of all AFIS programs with individual resource advisors and program managers. He was able to identify over \$600,000 of FY 82 O&M monies that was realigned to satisfy higher priority command requirements. While conducting mid-year reviews, a need to improve financial reporting was identified. A new system of management reports was started that provided financial information to decision makers on a more timely basis. The Operations and Maintenance (O&M) program grew from \$49,700,000 in FY 82 to \$82,200,000 in FY 83 as a result of additional program responsibilities within three areas -- Intelligence Data Handling Systems (IDHS), the Cobra Judy Project, and Operational Test and Evaluation (OT&E) programs. The FY 83 FP was submitted to Headquarters USAF Budget Division on 19 May, and was successfully defended by AFIS budget personnel at the Air Force OBRC in June.⁸⁹

In September, the AFIS Budget Branch directed the year end close-out for FY 82. This exercise involved \$50,171,000 and coordination with 12 host AFO's worldwide. AFIS experienced a highly successful close-out with 99.9 percent of all funding productively used. Table 1-5 provides a summary of the AFIS CY 82 O&M program. Also in September, an Imprest Fund was established for AFIS. This fund enabled AFIS personnel to expedite the purchase of mission related, small purchase items.⁹⁰

The branch completed the FY 83 distribution and reviewed individual programs in October. As a result of these reviews, three potential problems surfaced: civilian pay, rentals, and communications. Solutions for the problems included a special study to examine delays in filling vacant civilian positions; closer review of all future rental requirements; and emphasis to resource advisors concerning the need to program communications requirements into the Programmed Objectives Memorandum (POM) as early as possible.⁹¹

* Cobra Judy was a follow-on project to ARIS. Both projects involved monitoring Signals Intelligence (SIGINT), and were monitored by the Air Force Plans and Systems Directorate (AF/INY) at the Pentagon.

MATERIEL

The AFIS Logistics Division (AFIS/LG) provided logistics support to all AFIS elements in the areas of facilities, supply, transportation, vehicle support, host-tenant support agreements, memorandums of understanding and all facets of logistics planning and policy guidance.⁹²

It served as the AFIS Office of Primary Responsibility (OPR) for matters that pertained to planning, developing, formulating, presenting and substantiating logistics plans, programs, and concepts controlled and provided the single point of contact to authorize command approval for host-tenant support agreements, command support agreements and other agreements/contracts between AFIS and outside organizations; took part in logistics planning support exercises for AFIS and USAF forces; assured logistics compatibility of AFIS plans with Joint Chiefs of Staff (JCS), USAF and other Major Command

* The AFIS budget contained three major subdivisions known as Major Force Programs (MFPs). These included MFP-3 (Air Force Intelligence Projects, Information Data Handling System (IDHS), Human Intelligence (HUMINT), and Operational and Security and Communications Management Requirements); MFP-8A (Attache and Soviet Affairs requirements); and MFP-9 (Headquarters Management and National Intelligence Systems to Support Tactical (NISSTR) Requirements).

(MAJCOM) war and contingency plans; prepared, evaluated and monitored all mobility planning requirements, dispersal actions, and operating procedures for intratheater and intertheater support; provided single point of contact within AFIS for all facility matters, chaired the Facility Working Group and participated on the Facility Utilization Board; monitored air and surface movements of intelligence personnel and equipment during deployment and redeployment; and validated AFIS requirements for transportation support and monitored the AFIS motor pool fleet use and allocation.⁹³

The Logistics Division remained organized into two branches -- the Plans Branch (LGX) and the Transportation Branch (LGT). The Plans Branch was responsible for all AFIS logistical planning with a primary focus on contingency wartime planning. The Transportation Branch managed the AFIS vehicle fleet.⁹⁴

On 1 October, Lieutenant Colonel Lynn Thompson became the Chief of the Division. He replaced Lieutenant Colonel Ronald Rush who retired. By the end of the year, the division was 100 percent manned with one officer and three enlisted personnel authorized and assigned.⁹⁵

Plans to increase authorizations included one Logistics Plans Officer (First Lieutenant or Captain, AFSC 6624) for LGX and a civilian secretary (GS-4). The new positions were validated by Air Force Directorate of Manpower and Organization (AF/MPM) in the FY 84 Programmed Objectives Memorandum (POM) submission but were not funded for allocation. Consequently, the request was resubmitted in the FY 85 POM. AFIS Comptroller (AFIS/AC) and Manpower and Organization (AFIS/MO) Divisions validated and authorized the secretarial position to be filled on an interim basis with a temporary hire person. The temporary hire was planned to be used for the FY 84 June to September time frame while awaiting permanent authorization.⁹⁶

The Plans Branch reviewed and updated AFIS Operational Plans (OPLANS) which provided intelligence logistical support to MAJCOMs for wartime contingencies. The primary problem involved coordination with MAJCOMs to provide and issue mobility bags and Chemical Warfare Defense Equipment required for deployment of Individual Mobilization Augmentees (IMAs) during wartime contingencies. In coordination with Headquarters Air Force Deputy Chief of Staff, Logistics and Engineering (AF/LE), it was agreed that MAJCOMs had the responsibility to issue required equipment. This procedure was being incorporated in all AFIS OPLANS during the annual review/update cycle. By the end of the year, MAJCOMs had not formulated specific procedures on how and when this equipment would be issued to deploying IMAs. A listing of reviewed and updated plans is contained in Appendix IV.⁹⁷

The Plans Branch reviewed and or revised 17 Host Tenant Support Agreements (HTSA) and two Interservice Support Agreements (ISSA). A listing of these agreements is contained in Appendix V. There were no problems encountered in reviewing the HTSAs. All changes were minor in nature and primarily focused on changes to enhance existing administrative support.⁹⁸

25

A major problem was encountered during the renewal of the Fort Belvoir ISSA. As a result of a suggestion (AF Form 1000) by Master Sergeant John Howard (AFIS/LGX), the Fort Belvoir/DEH was requested to review the computations which established the reimbursable charges AFIS payed for services and support of facilities located at Fort Belvoir. The reimbursable expenses for supply, laundry, community services, housing, real property maintenance, engineering support, fire protection, entomology, resource management, accounting and finance, and safety were reduced by a total amount that resulted in an annual savings to AFIS of \$137,000. Sergeant Howard was given a cash award of \$3,889.00 from the Air Force for his outstanding, cost-saving suggestion.⁹⁹

Several facility projects were initiated or completed during 1982. New central heating systems were installed in buildings 1923, 1924, 1927 and 1930. The planning and engineering had been completed for installing heating systems in buildings 1925, 1926, 1928 and 1929 during FY 83. Long range plans were being developed to install central air conditioners in all buildings that would have the new heating systems.¹⁰⁰

Construction started in November for a new Special Compartmented Intelligence Facility (SCIF) for use by the Air Force Special Activities Center (AFSAC). The SCIF and associated equipment was designed to improve security, expand storage and improve the flow of sensitive classified intelligence material. The estimated completion date for the SCIF was May 1983.¹⁰¹

Plans had also been developed to upgrade the office areas of AFIS/INH (building 1923), AFSAC/INX (building 1924) and AFSAC/INO (building 1927). Upgrade primarily consisted of new ceilings, lighting, wall paneling, and wall partitions.¹⁰²

Preliminary planning began in October to examine the feasibility of constructing a new Air Force Intelligence facility at Bolling AFB, D.C. For planning purposes, General Bissell decided that all AFIS and AFSAC organizations in the National Capitol Region, with the exception of those organizations colocated at the Pentagon, Washington Naval Yard and National Security Agency, would occupy the new facility. It would require approximately 90,000 square feet to accommodate AFIS organizations. The 76th Airlift Division (ALD) Civil Engineers at Andrews AFB, Maryland, estimated the new building would cost \$7.35 million in FY 82 dollars. Colonel Thompson requested tentative approval from Headquarters Military Airlift Command (MAC) to build this new facility at Bolling AFB. As of 31 December, the decision from Headquarters MAC was pending further review of the impact on support requirements from Bolling AFB. General Bissell decided that there would be no Military Construction Program proposal before FY 86 for this project.¹⁰³

From 18 October to 5 November, Colonel Thompson augmented the AFIS/IG team as a logistics inspector for a Management Effectiveness Inspection of the [redacted]

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The logistics inspection focused on [REDACTED] Colonel Thompson suggested that [REDACTED] review their wartime mission requirements in an effort to revalidate the need for four tractor trailers. If this suggestion was adopted, it would save the Air Force \$160,000. [REDACTED] continued to review the suggestion and were scheduled to make a decision in FY 83.¹⁰⁴

[REDACTED] Management within the AFIS Transportation Branch (AFIS/LGT) primarily emphasized preventive maintenance, misuse of government vehicles and the consolidation of transportation requests. As a result, the AFIS vehicle fleet maintained a very high in-commission rate with minimum down time for repairs. The increased use of vehicles in 1982 served as the justification for Warner Robins Air Logistics Center (ALC) to authorize an additional vehicle for the AFIS fleet. The new vehicle was scheduled for delivery in FY 84 with the provision that if ALC had additional funds the vehicle would be ordered for delivery in FY 83. A current listing of the AFIS fleet is contained in Appendix VI.¹⁰⁵

[REDACTED] In October 1982, a supply account was established between Headquarters AFIS and Fort Belvoir which allowed AFIS supply custodians to purchase items through the U.S. Army supply system. The Activity Code (FX5120) was established in accordance with DOD 4000.25D, Department of Defense Activity Address Directory (DODAAD) (AF-0124 System) and through coordination with Headquarters Air Force Logistics Command (AFLC). This new account eliminated the previous need for numerous supply trips to distant locations such as Bolling and Andrews AFBs.¹⁰⁶

SUPPORT ACTIVITIES

[REDACTED] Five additional agencies provided support for AFIS. These included the Headquarters Squadron Section, the Administrative Division, the Inspector General, the Plans Division and Public Affairs.¹⁰⁷

Headquarters Squadron Section

[REDACTED] Throughout 1982, Senior Master Sergeant Larry I. Polk continued as the First Sergeant for AFIS. He directly supported First Lieutenant Terrence E. Giroux who assumed duty as the new Headquarters Squadron Section (HSS) Commander on 18 February.* Together, they managed and provided both administrative and personal support for AFIS people. Their responsibilities included counselling people on personal problems and disciplinary actions; conducting orientation briefings for new members; monitoring unit administrative activities; visiting members who were hospitalized; scheduling psychological

* Lieutenant Giroux also served as the Executive Officer for the AFIS Chief of Staff (AFIS/CS) and Vice Commander (AFIS/CV), located at Fort Belvoir.

evaluations; administering non-judicial punishment (Article 15s) and letters of reprimand; and providing orderly room support to the Commander of AFSAC.¹⁰⁸

The Unit Administrative Section monitored the military leave program; administered the Individualized Newcomer Treatment and Orientation (INTRO) program; administered the Weighted Airman Promotion System (WAPS) testing program; prepared duty rosters for Fort Belvoir and Bolling Air Force Base (AFB); prepared and processed requests for subsistence, prepared separate rations and issued meal cards; administered the unit promotion program; and prepared personnel status reports and processed personnel rosters in support of the immunization, dental, physical, records review, quality force, locator, alpha, good conduct medal and Air Force longevity programs.¹⁰⁹

The Unit Training Section administered the on-the-job (OJT) training program; scheduled training and requests for career development courses; scheduled trainees for testing and administered volume review examinations; maintained OJT rosters; monitored the unit professional military education program; and administered the unit physical fitness and weight control program.¹¹⁰

During the year, the HSS supported all AFIS and AFSAC personnel, totalling approximately 665 military people. It maintained liaison with the servicing CBPO and Accounting and Finance Office (Bolling AFB), three Judge Advocate's Offices (Fort Belvoir, and Andrews and Bolling AFBs), two housing offices (Fort Belvoir and Bolling AFB), and two military police offices (Fort Belvoir and Bolling AFB). All AFIS members assigned to the Pentagon were serviced by that organization.¹¹¹

During 1982, the HSS Commander and First Sergeant processed one article 15 and one letter of reprimand; counselled and took appropriate action on approximately 18 people for traffic violations; counselled 15 people on incident and complaint reports; counselled and assisted approximately 35 people on personal matters; assisted four people to resolve dormitory problems at Fort Belvoir and Bolling AFB where AFIS personnel were assigned; and counselled eight individuals on bad checks and indebtedness. Other actions included referring two individuals to the mental health clinic -- one retained and one released from AFIS -- and the enrollment of two people in the Alcohol Rehabilitation Program.¹¹²

The orderly room issued 2,358 leave authorization numbers to AFIS and AFSAC personnel; monitored the INTRO program for 105 people; maintained duty rosters and AF Form 219 (Record of Duty) for the "Outside Grounds" and "Classified Waste Burn" details for AFIS and AFSAC personnel located at Fort Belvoir; maintained a Bolling AFB detail roster; notified all AFIS and AFSAC personnel on required physical and dental examinations and required immunizations; issued meal cards for three people and processed AF Form 220 (Request Authorization for Pay Order BAS) for approximately 43 people; processed 13 MAC Form 17's

(Application for Off-Duty Employment); maintained (on a continuing basis) all lawn equipment for the Fort Belvoir compound; and notified personnel of various reviews, appointments and training.¹¹³

As indicated earlier, the Unit Training Section monitored several areas including annual physical fitness training, the weight control program, and the OJT and promotion programs. No failures were reported for the annual physical fitness test in 1982; however, 11 members were identified and placed on the weight control program. A total of 20 enlisted people entered OJT for the next higher skill (proficiency) level and 50 airmen were selected for promotion.¹¹⁴

Administrative Division

The Administrative Division (AFIS/DA) provided systems, services, resources, and procedures for the processing of information. This was accomplished through three major areas: policy, program management and operations. Administration policy involved the management of systems, resources, programs, and procedures necessary for the life cycle of documented information used by AFIS. This information took all forms, such as paper, microform, and electronic. It included correspondence, messages, reports, forms, publications, plans, budgets, orders, maps, charts, photographs, etc. Administrative program management was concerned with the development of concepts and systems using new and emerging methods and technology. This included continuing systematic efforts to critically examine manual and automated administration systems for possible improvements, and the application of new techniques, equipment, and interface with other systems. Administration operations involved people, money, materiel, facilities, and services. They were customer-service oriented, and consisted of offices, centers, facilities and specialized capabilities designed to satisfy all functional requirements.¹¹⁵

Essentially, DA supported the AFIS mission by reviewing and modifying administration support, systems, services, resources, and controls, to improve performance and meet changing requirements; evaluating and exploiting new methods and technology to improve administration and the management process; minimizing the information holdings and paperwork burden on all AFIS activities and the public; ensuring the timely processing and dissemination of Air Force policies and procedures in publications, correspondences, and other media; coordinating on systems development to ensure a multi-disciplinary approach was taken and total office information and administration support requirements were considered; and provided professional training opportunities, including administration and support training programs conducted by government, industry, and professional associations.¹¹⁶

The division continued to be divided into four major sub-branches. These included Administrative Communications (AFIS/DAA); Publications Management (AFIS/DAP); Documentation Management (AFIS/DAD); and a Pentagon Support Branch (AFIS/DAU). The fourth branch was inactivated on 1 April. Its functions were transferred to

AFIS/INSA along with two DA authorized positions. The third DAU position was transferred to the AFIS Logistics Division (AFIS/LG). Excluding the DAU branch, overall DA manning authorizations included nine enlisted and four civilians (total of 13) with eight enlisted and four civilians assigned (total of 12). The division had an operating budget of \$48,300 for the fiscal year (FY). By the end of FY82, all funds were obligated. Table 1-6 provides a summary of DA expenses.¹¹⁷

TABLE 1-6
AFIS/DA EXPENSES

<u>CATEGORY</u>	<u>FY82 EXPENDITURES</u>
Per Diem & Incidental Expenses - Mission	\$ 400
Rental of Other Equipment	27,600
Purchase Maintenance of Equipment	6,400
Miscellaneous Contract Services	1,300
Supplies Air Force Stock Funds	2,200
Other Supplies Non-Air Force Stock Funds	3,300
Other Equipment Non-Air Force Stock Funds	<u>7,100</u>
TOTAL	\$48,300

[REDACTED] The Administrative Communications Branch (AFIS/DAA) developed and implemented policies and procedures for preparing and using administrative communications and telecommunications. The branch ensured all distribution systems within AFIS were adequate, correcting known discrepancies and making recommendations where required. The AFIS Base Information Transfer Center (BITC) at Fort Belvoir received 2,073 pieces of incoming registered mail and sent out 2,212. The staff distribution office received 25,200 and sent 5,100 classified and unclassified messages. The total postage expenditure for 1982 was \$35,210. AFIS/DAA also interfaced with the Air Staff and Bolling AFB distribution systems through the AFIS/LG courier. AFIS/LG retained the responsibility for courier service to the Pentagon and Bolling AFB from Fort Belvoir with AFIS/DAA as the backup.¹¹⁸

[REDACTED] Although tasked by Air Force directives, AFIS/DA was used only for expertise in the area of Documentation Security. The AFIS Director of Security and Communications Management (AFIS/INS) developed administrative policies and procedures for accountability and control of classified communications and document security functions. AFIS/DAA performed as Top Secret Control Officer (TSCO) for AFIS units at Fort Belvoir and processed 68 Top Secret documents. On 5 November, the AFIS Plans Division (AFIS/XP) and History Office (AFIS/HO) created separate Top Secret Control Accounts (TSCAs) with TSCOs appointed.¹¹⁹

[REDACTED] AFIS/DA was the custodian for Communications Security (COMSEC) [REDACTED], with three sub-accounts. The account had three KY-3 secure phones with keying material. Senior Master Sergeant

Rufus L. Setliff (Chief of the Publishing Branch) served as the COMSEC account custodian. Master Sergeant George Whiteside (Chief of the Administrative Communications Branch) assumed the duty on 30 October due to the retirement of Sergeant Setliff. The COMSEC account was inspected by AFIS/INS who performed as the monitoring headquarters in April. During August, AFIS/INS was designated the Office of Primary Responsibility (OPR) for communications security for AFIS and monitoring headquarters for COMSEC. [REDACTED] 120

[REDACTED] AFIS/DAA composed and authenticated all special temporary duty (TDY) orders for personnel at Fort Belvoir. The TDY orders for AFIS elements at Bolling AFB (except for the AFIS Operational Intelligence (INO) elements) were authenticated by the host DA. AFIS/INO and AFIS elements at the Pentagon were authenticated by the 1947th Administrative Support Group (ASG). The AFSAC/Det 21 and AFIS/INOI were authorized to authenticate their own orders. AFIS/DAA issued 336 T-series orders, five G-series orders, and 32 reserve orders in 1982. 121

[REDACTED] At Fort Belvoir, DAA submitted nine telephone work orders -- three for new installations, four relocations, and two miscellaneous actions. All were completed as requested. The U. S. Army Communications Command (USACC) for Fort Belvoir surveyed cables leading into the administrative building (#1923). As a result of this survey, it was determined that the cables leading to buildings 1919 through 1930 should be replaced with underground cables. The project was called the "1900 Area Project" and was scheduled to be completed during 1983. 122

[REDACTED] The Publications Management Office (AFIS/DAP) accomplished timely and cost effective development, issuance, and maintenance of quality publications which contained essential guidance and information to accomplish the AFIS mission. The Command Publications Manager ensured that all publications were available when needed, were accurate, were logically organized, and were written in a clear uncluttered way. During 1982, 38 AFIS publications were published for a total of 75 publications in effect for the command. In addition, eight Air Force Intelligence Operational Instructions (INOIs) were published. 123

[REDACTED] The AFIS/DAP Forms Management Office created 24 new AFIS forms. This brought the total of AFIS forms within the command to 46. The distribution of all AFIS publications and forms, Air Force Headquarters Operating Instructions (HOIs) and other selected publications was accomplished by the AFIS Command Publications Distribution Center (CPDC). AFIS/DAP published weekly bulletins announcing new or revised publications and forms. From responses to these bulletins, the CPDC was able to keep requirements up-to-date and make timely distribution. 124

[REDACTED] As the Printing Control Office for AFIS, DAP monitored funds for the printing of various publications produced in AF/IN and AFIS for Air Force wide distribution. These printing requirements were fully coordinated with the OPRs to ensure budgeting for all known and

projected requirements. Throughout 1982, DAP did not have publications on fiche or microfilm. The number and length of AFIS publications made this form of production less cost effective than conventional hardcopy printing.¹²⁵

AFIS/DAP reprographics met all duplicating requirements within AF/IN and AFIS. The AFIS duplicating facility at Fort Belvoir produced 444,120 pages of duplication and collated 65,000 of them. Other reprographic services were provided through the Fort Belvoir printing plant, the Pentagon print plant, and the Bolling AFB duplicating facility. The AFIS copy machine manager monitored 19 copiers within AFIS -- 16 rental machines and three owned. A total of 6,898,250 copies were produced during the year at a total cost of \$113,330. AFIS/DA approved two word processors for rental in 1982 and eight word processors that were previously approved for rental were purchased. On 11 December, Headquarters AFIS established an Office of Information Systems Management Team. This team provided management and guidance for Office Information Systems Management (OIS) within AFIS.¹²⁶

The Freedom of Information Act program received a total of 60 requests for information. The Administrative Division completed the processing of 55 of these requests with 13 denied in part or whole. Two appeals from denials were received. The total costs to administer the program for the year amounted to \$12,307.¹²⁷

In the Privacy Act program, DA identified a total of 24 separate, distinct systems of record within AFIS. Counting multiple occurrences of these systems, the grand total for AFIS was 102. Seven of these were unique to AFIS. System F205 AFIS A, Sensitive Compartmented Information Personnel Security Records, was granted exemption from portions of the Privacy Act to protect the identity of sources to whom promises of confidentiality had been made. The following statistics were reported to Headquarters USAF/DA on requests received: 16 for System F03501 MPC B, Effectiveness/Performance Reporting System, and 40 for System F205 AFIS A, Sensitive Compartmented Information Personnel Security Records.¹²⁸

During the year, documentation staff assistance visits were made to each of the 36 AFIS offices of record located in the Washington Metropolitan area. Reports of findings were issued subsequent to each visit with the results consolidated into an informal report. The Command Documentation Program reported the following statistics for AFIS as of 31 December: 85 cubic feet of Top Secret; 1,716 cubic feet of Secret; and 677 cubic feet of Unclassified on hand (total of 2,478 cubic feet). A total of 1,636 cubic feet of classified material was destroyed.¹²⁹

From 5-16 April, AFIS/DA augmented the AFIS/IG inspection team which evaluated the effectiveness and efficiency of [REDACTED]. Administrative team members included SMSgt Setliff and Mrs. Mildred Carter. [REDACTED] was rated [REDACTED]; however, not all steps in the publication development process were being followed. The [REDACTED] was rated [REDACTED].¹³⁰

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(U) During the period 18 October through 5 November, Mrs. Carter again augmented the AFIS/IG team on their inspection of [REDACTED] and all [REDACTED] were rated [REDACTED] with the exception of [REDACTED]. Both the [REDACTED] This unit was rated [REDACTED].¹³¹

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Inspector General

[REDACTED] The AFIS Inspector General (AFIS/IG) function was established in 1980 to assist in improving the management effectiveness of AFIS staff elements and subordinate AFIS units through the use of the inspection system. The inspection system consisted primarily of Management Effectiveness Inspections (MEIs), a strong self-inspection program of Headquarters AFIS staff elements including over-the-shoulder evaluations by AFIS/IG, and intelligence oversight inspections conducted under the provisions of AFR 123-3, Intelligence Oversight, and AFR 200-19, Restrictions on Foreign Intelligence Activities. In addition to inspections, the IG performed other Inspector General functions as directed by AFR 20-68, Inspector General Activities.¹³²

[REDACTED] As the Inspector General (IG), Lieutenant Colonel C. Wayne Burridge acted as a management advisor to the Commander, AFIS, for all command activities. In this capacity, he was responsible for the optimum effectiveness of the AFIS inspection, safety, investigative, and complaint programs, and for providing assistance to ensure that AFIS resources were effectively and efficiently managed to help sustain Air Force peacekeeping and fighting capabilities.¹³³

[REDACTED] To accomplish these responsibilities, the IG division developed AFIS inspection policies, procedures, and criteria; identified problems impeding the effective accomplishment of the AFIS mission and provided recommended corrective actions; programmed inspection of AFIS elements and established inspection team composition; initiated action to effect inspection team travel and other necessary arrangements; obtained data pertinent to the conduct of each inspection from AFIS staff elements, and disseminated the results of inspections to the activity inspected and appropriate AFIS staff elements for information and comment; inspected subordinate units on a recurring basis; served as a focal point for the AFIS self-inspection program; conducted over-the-shoulder evaluations of self-inspections conducted by AFIS staff elements on a selective basis; ensured that AFIS inspections adequately tested and accurately reported the management effectiveness of inspected units; reviewed and analyzed the results of inspections and ensured that all actions required as a result of inspections were completed; interfaced AFIS inspection results and trends with Headquarters Air Force Inspection and Safety Center (HQ/AFISC), Norton AFB, CA, and other MAJCOM and SOA IGs; supervised and monitored the Inspector General Complaint System (AFR 123-11) within AFIS; conducted administrative investigations and inquiries according to AFR 120-3; ensured the existence of an effective intelligence oversight program within AFIS in accordance with AFR 123-3, Intelligence Oversight, and AFR 200-19, Restrictions on Foreign Intelligence Operations, and submitted quarterly intelligence oversight reports to Headquarters AFISC; served as AFIS focal

point for the USAF fraud, waste, and abuse program; developed AFIS ground safety policies and procedures; and evaluated AFIS unit safety programs and activities in order to conserve resources through accident prevention.¹³⁴

The IG continued to operate as a separate AFIS element reporting directly to the Commander, AFIS. Manpower authorizations in 1982 included two officers (one Lieutenant Colonel - Inspector General; one Major - Inspector) and one noncommissioned officer (Staff Sergeant - Administrative). A Senior Master Sergeant (E-8) billet, which had been occupied by MSgt Robert D. Todd, was declared surplus to AFIS/IG functional needs on 7 April. On 20 December, by direction of General Bissell, a vacant Major's billet (AFSC 8016 with electronic warfare background desired) was transferred from AFIS/IG to provide a resource to the Air Force Planning Division (AF/INYX) to support the Joint Tactical Fusion Program. Expenditures for AFIS/IG during 1982 included \$18,726 for travel and per diem and \$2,057.90 for equipment and supplies.¹³⁵

Management Effectiveness Inspections (MEIs) were conducted at AFIS subordinate organizations every 18-24 months. These inspections, conducted according to AFR 123-1, The Inspection System, examined all aspects of the activity's function. This included inspecting organizational leadership and management, as reflected in mission and functional area performance, installation support, people programs, service to customers, and compliance with directives. During 1982, MEIs were conducted at the [REDACTED]

[REDACTED] (5-16 April); the [REDACTED]
(27-29 July) and the [REDACTED]
(18 October - 5 November). The [REDACTED] inspection included [REDACTED]
[REDACTED]. Overall, all MEIs conducted in 1982 were rated [REDACTED].¹³⁶

During the AFIS/IG MEI of [REDACTED], personnel from Headquarters, Air Force Inspection and Safety Center/Intelligence Inspection Division (HQ AFISC/IGQI), Norton AFB, California, conducted an over-the-shoulder inspection (OTSI) of the AFIS/IG team as it performed its MEI. No findings surfaced during the OTSI. The Headquarters AFISC/IGQI inspectors observed preinspection preparation, conduct of the MEI, report preparation, and the outbriefing. Overall, the Headquarters AFISC/IGQI inspectors were favorably impressed with the AFIS team's technical competence and professionalism.¹³⁷

Intelligence oversight was monitored by AFIS/IG to ensure compliance with Executive Order (EO) 12333, United States Intelligence Activities. The IG performed this task during MEIs by observing unit activities governed by the EO; Department of Defense Regulation 5240.1-R, Procedures Governing the Activities of DOD Intelligence Components That Affect United States Persons; AFR 123-3, Intelligence Oversight; and AFR 200-19, Restrictions on Foreign Intelligence Activities. During 1982, oversight inspections were conducted during MEIs at AFSAC and the ESAA. Reports of oversight activities were

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prepared by AFIS/IG each quarter and forwarded to HQ AFISC/IGQI according to AFR 123-3, Intelligence Oversight. These reports listed current activities and proposed future inspections. No activities that raised questions of legality or propriety were detected or reported during 1982.¹³⁸

Over-the-Shoulder Inspections (OTSIs) were inspections performed by inspectors from AFIS/IG to evaluate the effectiveness of an AFIS organization's self-inspection program. The evaluation included mission-oriented inspection standards, checklist utilization, and team management. AFIS organizations receiving OTSIs during 1982 included the [REDACTED]

All inspections were rated [REDACTED] with the exception of [REDACTED] which was rated [REDACTED] 139 [REDACTED]

Numerous complaints were investigated by the IG during 1982. Due to the privileged, personal nature of the information contained in these complaints, copies of investigation reports were not included in this history. However, complete files on the complaints were maintained in AFIS/IG. Areas of complaint and inquiry included: selection procedures for Squadron Officers School; secondary zone promotions in AFIS; alleged misuse of computer training; misclassification of duty position; lack of access to personal data; delay in processing Sensitive Compartmented Information (SCI) clearance; termination of SCI investigation; maximum civilian grade levels in the Human Resource Intelligence (HUMINT) career field; and overseas tour length.¹⁴⁰

The IG also conducted the Air Force Fraud, Waste, and Abuse (FW&A) prevention and detection program within AFIS. An AF/IN-AFIS policy letter was prepared to institute the program. In conjunction with this program, AFIS/IG publicized the program by placing notices in the AFIS Weekly Bulletin each quarter advising AFIS members of the opportunity to report suspected FW&A to AFIS/IG for investigation. During 1982, the division also distributed FW&A crossfeed information from the Headquarters Air Force Inspection and Safety Center (HQ/AFISC) to all AFIS elements, as well as preparing and distributing an AFIS FW&A poster to all AFIS elements. Monthly reports on AFIS FW&A prevention activities were submitted to Headquarters AFISC/IGF. During 1982, six FW&A conference periods were held in conjunction with MEIs of subordinate AFIS organizations. No FW&A disclosures were received through these conferences.¹⁴¹

One case of alleged FW&A was referred to AFIS/IG for investigation. The case involved an allegation that an AFIS lieutenant was fraudulently receiving basic allowances for quarters (BAQ) at a with-dependent rate when he had no dependents living with him. Because the case involved fraud, the investigation was turned over to the Air Force Office of Special Investigations (AFOSI) by the AFIS/IG. The subsequent AFOSI investigation did not substantiate the allegation. Due to the privileged nature of these files, supporting documentation was not attached to this history; however, the files were maintained in AFIS/IG.¹⁴²

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AFIS/IG was charged by General Bissell to manage all aspects of the AFIS ground safety program. This included the implementation of AFR 127-2 (The US Air Force Mishap Prevention Program), AFR 127-4 (Investigating and Reporting US Air Force Mishaps), and AFR 127-12 (Air Force Occupational Safety and Health Programs). Additionally, AFIS/IG prepared seasonal safety letters for the Assistant Chief of Staff, Intelligence and the AFIS Commander and prepared and distributed ground safety information to all AFIS elements. Close coordination was maintained between AFIS/IG and the Safety Offices at Bolling Air Force Base and the Pentagon. Table 1-7 provides a ground accident summary for 1982.¹⁴³

TABLE 1-7
GROUND ACCIDENT SUMMARY

<u>TYPE ACCIDENT</u>	<u>INJURY/DAMAGE</u>	<u>DAYS LOST</u>	<u>COST</u>
PMV of SMSgt rear-ended by civilian car; off-duty (13 Aug 82)	Back strain	2	\$ 240
Capt injured playing touch football; off-duty (24 Sep 82)	Back strain	2	\$ 340
Fire escape landing on second floor fell with CMSgt and MSgt; on-duty (6 Dec 82)	Multiple injuries	11	\$2295

Plans Division

The AFIS Plans Division (AFIS/XP) continued to review and revise support plans for other Major Commands (MAJCOMs) which AFIS elements supported in wartime.* AFIS plans were reviewed with particular attention paid to adequate description and use of AFIS war-fighting capabilities within operational and contingency plans and development and refinement of these capabilities in exercise plans. This emphasis responded directly to Headquarters USAF's Project Warrior, and served to help optimize AFIS capabilities in spite of fiscal constraints. In keeping with this trend, the division participated in the planning and conduct of Proud Saber 83, a Joint Chiefs of Staff (JCS) mobilization exercise held in November. Participation in Proud Saber allowed evaluation of the AFIS role within the overall JCS/USAF Emergency Action System as well as the utility of several AFIS contingency plans.¹⁴⁴ +

* Appendix VII contains a list of significant publications and events which occurred in the Plans Division during 1982.

+ For additional information on Proud Saber 83, see chapter III, page 77 of this history.

Long-range planning continued to be an item of high interest throughout the Air Force. Accordingly, the Plans Division reviewed and amended the AFIS Objective Plan to more accurately define the various AFIS capabilities and roles including those functions where AFIS was in support of operational commands (in peacetime as well as wartime).¹⁴⁵

Participation by the division in the AFIS fiscal planning and programming cycle increased substantially in 1982. Division personnel played a key role in managing compilation and amalgamation of data inputs for both the Program Objective Memorandum (POM) and the General Defense Intelligence Program (GDIP). The expanded role of XP in these processes proved valuable in correlating budgetary plans with both short- and long-range operational plans.¹⁴⁶

The Plans Division continued to be divided into two major subdivisions throughout 1982. These included the Plans Branch and the Programs Branch. Manning authorizations remained unchanged with a total of three officers and five civilians. Lieutenant Colonel Alden R. Guy continued as Division Chief.¹⁴⁷

As command focal point for exercise activities, AFIS/XP was involved in pre-exercise planning activities for several major exercises, including Ulchi-Focus Lens, Team Spirit, Gallant Eagle, Wintex-Cimex, and Pressure Point. The year's major exercise-related effort, however, involved participation by selected AFIS elements in the JCS-sponsored Command Post Exercise (CPX) Proud Saber 83 during the period 25 October to 5 November. This was preceded by months of preparation and planning dating back as far as September 1981. On 27-28 July, representatives of the Manpower (AFIS/MO) and Plans (AFIS/XP) divisions attended a Proud Saber manpower planning conference at Andrews AFB, Maryland. Exercise briefings were subsequently provided to the AFIS Command Group on 2 and 5 August. Proud Saber evaluated the Emergency Action Procedures and mobilization and recall plans and capabilities of all participating MAJCOMs, SOAs, and other agencies. Preliminary evaluation of the results of the CPX began immediately upon its completion on 5 November. A final report was published on 15 December, and it praised the utility of the exercise while pointing out both noteworthy shortcomings and praiseworthy capabilities within AFIS.¹⁴⁸

AFIS participation in Proud Saber 83 was particularly noteworthy for the following reasons: (1) it marked the first formal involvement by AFIS command, staff, and functional elements in a major JCS-sponsored exercise; (2) it produced the first AFIS exercise plan; the first formal AFIS input to a Headquarters USAF exercise plan; and the first comprehensive AFIS after-action report on exercise participation; and (3) it entailed the first comprehensive test of AFIS emergency action procedures, including the command emergency notification system; command response to increased readiness requirements; the role of the AFIS Alert Staff in providing emergency support to the AFIS Command Group; and an in-depth evaluation of command emergency readiness requirements.¹⁴⁹

During the period 2-5 February, Mr. Charles E. Beal, Plans Branch, performed a TDY assistance visit to Headquarters PACAF/INYX at Hickam AFB, Hawaii. The purpose of his visit was to establish a working relationship with PACAF plans personnel and to resolve planning problems related to the two commands' Operation Plans (OPLANS). Colonel Guy believed the visit was quite successful and provided valuable insights into PACAF's operations and problems.¹⁵⁰

In March 1992, AFIS/XP hosted the third in a series of TAC-AFIS intercommand planning workshops in a continuing effort to improve contingency and wartime support to operational commands. Representatives from TAC/IN visited Fort Belvoir to discuss intelligence augmentation requirements and associated logistics support requirements with representatives from a number of AFIS and AFSAC functional elements. This workshop resulted in the formulation of a draft Memorandum of Agreement among AFIS, TAC, and Headquarters Rapid Deployment Air Force Forces (RDAFFOR)* which was designed to update and clarify provisions of previous agreements which TAC/IN had concluded with the 7602nd Air Intelligence Group and AFIS intelligence reserve program managers. This workshop and associated actions provided substantial groundwork for a number of other planning efforts, including: (1) establishment of AFIS active and reserve force manpower packages dedicated to support TAC elements, the Air Force component of the Rapid Deployment Joint Task Force, and Air Force components of several other joint/combined commands; (2) follow-up actions on items discussed at USAF Senior Intelligence Office (SIO) conferences held in 1981 and 1982; and (3) AFIS review and recommended inputs to a new TAC regulation on mobilization planning.¹⁵¹

In response to an April tasking from General Bissell, the Plans Division polled the AFIS staff for inputs regarding the proposed establishment of AFIS Functional Intelligence Augmentation Teams (FIATs). The FIATs were teams of AFIS experts in specific areas of intelligence activity who would augment undermanned field organizations worldwide during wartime and or times of crisis. The concept involved teams of specialists such as targeteers or area specialists deploying during a contingency to a field command. The FIATs and particular FIAT members/positions were identified and incorporated via manpower packages into the AFIS CONPLAN and other appropriate planning documents.¹⁵²

The year also marked a concerted effort to increase security awareness within the division, as well as throughout AFIS. Security policies and practices addressed by the Plans Division included: (1) a review of Top Secret control procedures at the Fort Belvoir compound, resulting in the establishment of a new Top Secret account to serve AFIS/XP; (2) establishment of two new Sensitive Compartmented Intelligence (SCI) billets within AFIS/XP; (3) implementation of new security guidance contained in revisions of DOD 5200.1/AFR 205-1; and (4) review of requirements for increased physical security measures within building T-1930 at the Fort Belvoir compound.¹⁵³

* The Air Force component of the Rapid Deployment Joint Task Force (RDJTF).

Various inspections and staff assistance visits were accomplished during 1982. Mr. Beal augmented the AFIS/IG Inspection Team's Management Effectiveness Inspection of [REDACTED] in April and again for the IG MEI inspection of [REDACTED] during October and November.¹⁵⁴

[REDACTED] On 11 July, Mr. Earl G. Gongloff, AFIS Plans Branch, visited "Site R" at Fort Ritchie, Maryland to personally update the Manpower Force Packaging (MANFOR) system data base in the Contingency Operation Mobility Planning and Execution System (COMPES) maintained by the Air Force Wartime Manpower and Personnel Readiness Team (AFWMPRT). The MANFOR was a subsystem of the Manpower and Equipment Force Packaging System (MEFPAK), which provided detailed planning data such as: (1) the title of the unit or force element and its unique JCS Unit Type Code (UTC); (2) the Comparability Statement that contained the definition of unit comparability; and (3) the manpower detail by function, grade, and AFSC required to meet the defined capability.¹⁵⁵

[REDACTED] Mr. Gongloff again visited "Site R" at Fort Ritchie on 15-17 November to attend the FY83 Support Force Sizing Exercise (FORSIZE) Time Phased Force Deployment Data Refinement Conference. His attendance was requested by the Headquarters USAF intelligence functional OPR (AF/INYX) in order to utilize his expertise in the use of intelligence Unit Type Codes (UTCs) as used in area operational plans Time Phased Force Deployment Data (TPFDD). FORSIZE was an annual methodological procedure used to develop Requirement Plans (RPs) and associated wartime manpower requirements to maintain combat force mission effectiveness. The TPFDD included a Time Phased Force List which identified units to be deployed, their origins, ports of embarkation and debarkation, destinations and priorities.¹⁵⁶

[REDACTED] The Plan's Division participation in the programming and budgeting functions within AFIS increased in 1982. Program Objective Memorandum (POM) submission compilation activities for the FY85-89 POM/Budget began in September. The Plans, Comptroller and Manpower divisions co-hosted a working-level meeting on 30 September to review data call instructions. Data submissions were received and reviewed in October. The command ranking of FY85 POM initiatives by the AFIS Financial Working Group (FWG) began on 10 November. The Financial Management Board (FMB) concurred in the established ranking, and the confirmation letter was signed by General Bissell on 20 November. On 13 December, the data call for the FY85-89 General Defense Intelligence Program Proposal (GDIPP) was received and distributed to the AFIS staff, with recipients tasked to provide their data to Mrs. Carlice Bourassa, Programs Branch, not later than 10 January 1983.¹⁵⁷

[REDACTED] On 1 December, temporary Programs Branch member Major Paul Munninghoff began producing the exercise plan for Ridge Runner 83 -- the third annual AFIS/INR-sponsored evasion exercise. The exercise, scheduled for September 1983 at Camp Dawson, West Virginia, would provide training and practice in evasion principles for personnel from all four U.S. armed services, from several reserve and national guard units, and from several NATO armed forces. An outline and partial draft were submitted to the AFIS Directorate of Evasion, Escape, and

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Prisoner of War Division (AFIS/INR) in mid-December, with publication expected in March 1983.¹⁵⁸

The Plans Division also used the services of three Air Force Intelligence Reserve (AFIR) members on two-week annual tours of duty during the year. Major Barrie A. Gillis performed during the period 10-21 May, generating a preliminary analysis of the Plans Division interface with numerous Air Force and Joint data automation systems containing data essential to the AFIS planning and execution process. From 7-18 June, Major Charles J. Gross reviewed and rewrote the AFIS plan supporting Air Defense Center (ADC, formerly Air Defense Command) OPLANS. Finally, Chief Master Sergeant Horace Danner, during the period 21 June to 2 July, completed a major project to identify requirements for Air Force Intelligence Reserve personnel under the 100,000-person Executive Recall Authority.¹⁵⁹

Public Affairs

The AFIS Public Affairs Office (AFIS/PA) advised directors and staff chiefs on public affairs matters; developed plans and managed internal and external information programs, including hometown news releases, speakers bureau, various briefings and quarterly commander's call information packages; provided information to public and government agencies on request; prepared and coordinated responses to media queries; arranged interviews and photographs for print media representatives; performed as editor of the AFIS newspaper; performed additional duty as headquarter's staff photographer; and assisted the Assistant Chief of Staff, Intelligence (ACS/I) on internal information programs.¹⁶⁰

Prior to 1982, the AFIS Public Affairs function was performed on a part-time basis. In October 1981, the AFIS Manpower and Organization Division requested a full-time enlisted public affairs specialist position, Air Force Specialty Code 791XX. The Air Force Manpower and Personnel Center (AFMPC) approved the request and on 12 February, Technical Sergeant Barry L. Bahler assumed duty as the first full-time public affairs representative for AFIS.¹⁶¹

Initial actions by Sergeant Bahler included the establishment of the Public Affairs office and programs according to AFR 190-1, Public Affairs Policies, Procedures and Guidelines. General Bissell fully supported the new program. He summarized his views when he stated:¹⁶²

The Public Affairs program will concentrate on improving information flow, both internal and external, for the benefit of our personnel and the communities in which we live and work. Concurrently, we will work hard at enhancing the image of the Air Force intelligence community and the men and women who serve within it. This will be accomplished through the development of the three major PA functions: community relations, media relations, and an

internal program that will be broad based and will include, amongst other things, a family oriented news/activities letter. *

[REDACTED] During May, PA submitted a request to the Air Force Service Information and News Center, Products Division (AFSINC/IIBP) for approval to write, edit and design an AFIS newspaper. The request was approved and work began to produce the first official AFIS newspaper, The Intelligencer. The first edition was printed and dispatched in August. Subsequent editions were produced on a monthly basis. During October, Public Affairs developed the initial concept of featuring an AF/IN or AFIS Directorate each month. It was an internal program whereby each Directorate could tell their own story. In December, the Assistant Chief of Staff, Intelligence (ACS/I), Major General John B. Marks, provided an editorial for the newspaper. This represented a significant milestone since it introduced the first Air Staff involvement in The Intelligencer.¹⁶³

[REDACTED] Other significant PA activities during the year included publication of the input to AFISR 23-1, Organization and Function; production of the first Productivity Plan; preparation of a command briefing with slides; development of a program so all 58 Air Attaches would receive the Commanders' Public Affairs Desk Reference and the Air Force Theme Book with yearly updates for each book; coordination of two briefings and briefers for the Defense Intelligence School Postgraduate Program; and forwarding of a news release and photos to Air Force Manpower for use in their yearly magazine.¹⁶⁴

[REDACTED] In June, intensive work began in preparation for the AFIS 10th Anniversary Celebration held at Fort Belvoir. Public Affairs developed a program for the official function, arranged for the USAF Band and Honor Guard participation and developed the speaker's book for Generals Marks and Bissell and Colonel Jack Morris. Public Affairs also provided publicity support for the annual Air Force Association Convention held in Washington D.C. and was the Office of Primary Responsibility (OPR) for the Air Force's 35th Anniversary Celebration in September. Support was provided to the Bolling AFB Public Affairs office to help them develop and coordinate the Washington, D.C. celebration.¹⁶⁵

* PA chose to publish a newspaper instead of a "news/activities letter". General Bissell concurred.

CHAPTER II

INTELLIGENCE SUPPORT

Four directorates provided intelligence support for Air Force Intelligence (AF/IN) and Air Force Intelligence Service (AFIS) activities. These included Operational Intelligence (AFIS/INO), Target Intelligence (AFIS/INT), Intelligence Data Management (AFIS/IND) and Security and Communications Management (AFIS/INS).¹

OPERATIONAL INTELLIGENCE

The Directorate of Operational Intelligence (AFIS/INO) provided the Air Force with all-source intelligence that pertained to or affected U.S. Air Force policies, resources, mission, or force deployment, on a worldwide basis. Specific examples included analysis of indications of potential hostile activities against the U.S. or its allies; intelligence analysis of current air operations; trends and implications of current worldwide deployments; evaluation of aerospace related signal intelligence (SIGINT) to determine capabilities, vulnerabilities, and trends of foreign aerospace forces; and liaison with other services and Department of Defense (DOD) and non-DOD government agencies on matters that pertained to operational intelligence and SIGINT evaluation.²

Significant Management Issues

At the beginning of 1982, Colonel William B. Sherman was Director, providing dynamic leadership until 1 October, when he was selected to become the AFIS Vice Commander. He was replaced by Colonel Arnold L. Mabile. Before becoming Director, Colonel Mabile was Chief, Weapons, Space and Technology Division (AF/INET). He was detailed by Major General John B. Marks, Assistant Chief of Staff, Intelligence (ACS/I) to continue to act in that capacity. The directorate did not have a deputy-director position.³

The major mission and organizational change during 1982 was the divestiture of the Target Intelligence Division (AFIS/INOT), its personnel (22 authorized), and most of its responsibilities as a result of an AFIS reorganization in August. The division was upgraded to a separate directorate (AFIS/INT).* The transition was effected very smoothly.⁴

In February, a new analytical element, designated INOX, was established to focus on the growing problems of international terrorism and related issues. The element consisted of two officer (Captain, O-3) authorizations which were realigned from AFIS/INOZB (AF/INER). Although INOX continued through the end of the year, it was disestablished in January 1983. Its manpower authorizations and responsibilities were assumed by the Regional Estimates Division (AF/INER).⁵

* For additional information, see the section on Target Intelligence within this chapter.

In April, a new element, the Special Activity Applications Group (AFIS/INOH), was established to better integrate Human Intelligence (HUMINT) into the Air Staff estimative and current intelligence processes.⁶

Although an AFIS directorate, AFIS/INO was under the operational control of the Director of Estimates (AF/INE). This configuration generally worked quite well, enhancing the management flexibility and mission effectiveness of both directorates. However, some problems were experienced because of the dual chains of command, generally because some AFIS elements were apparently unaware of or unfamiliar with the operational responsibilities of AF/INE. As a result, taskings and other requirements were sometimes levied directly on AFIS/INO (or sometimes directly on INO divisions), entirely bypassing AF/INE and thus making effective management difficult. This problem was increasingly alleviated (although not eliminated) through better coordination between AF/INE and appropriate AFIS elements, and by the increasing centralization in the AF/INE Executive Support staff of such functions as personnel, training, and budgeting, enabling the AF/INE director to better manage his operations and resources.⁷

The geographic separation of the INO divisions continued to pose special challenges to effective management of the directorate. Only one division, Aerospace Intelligence (AFIS/INOZ), was located at the Pentagon with the director, although this division itself had a satellite operation at Fort Belvoir.* The other divisions were located near Fort Meade, Maryland (Intelligence Research, AFIS/INOI), and at the Washington Navy Yard (Photo Research, AFIS/INOP), with the Special Activity Applications Group (AFIS/INOH) located at Fort Belvoir. In addition, to the geographic dispersion, these divisions were, in fact, tenants of other organizations (INOI of the National Security Agency (NSA), INOP of the National Photographic Interpretation Center (NPIC), and INOH of the Air Force Special Activities Center (AFSAC)), which also posed special management considerations.⁸

Three personnel issues were also prominent in 1982. One centered on the rotation of personnel assigned to the Editing and Briefing Branch (AFIS/INOZA) and especially to the Alert Facility (AFIS/INOZC). The nature of these jobs (long hours, high pressure and rotating shifts) made reassignment of these personnel usually desirable after about 18-24 months, well before the end of a normal four year AFIS tour. An internal reassignment system was established to ensure to the maximum extent possible equitable rotations were made, but this continued to be a chronic problem (and indeed, the factors involved were such that an entirely satisfactory solution would be difficult, if not impossible, to achieve).⁹

A second personnel problem which persisted throughout 1982 was unfilled vacancies, especially in the photo interpreter positions in INOA and INOP. By the end of the year, efforts coordinated among

* AFIS/INOX was also located at the Pentagon.

the Air Force Director of Estimates (AF/INE), the AFIS Director of Personnel (AFIS/DP) and the Air Force Manpower and Personnel Center (AFMPC) (Palace Sentinel) appeared to have some promise of resolving this problem during 1983.¹⁰

The third problem concerned manning in INOH. Two positions were realigned from AFIS/INOZB (one each from AF/INER and AF/INET) to begin operations, but efforts to secure manpower authorizations specifically for INOH were unsuccessful during 1982, requiring continuing use of INOZB positions and the resulting manpower shortage in other divisions.¹¹

Special Studies

The Special Studies Division (AFIS/INOA) was the ACS/I designated representative for all-source analysis and reporting of foreign camouflage, concealment, and deception (CC&D) worldwide. INOA supported Headquarters USAF, Major Commands (MAJCOMS) and Separate Operating Agencies (SOAs), USAF special planners, intelligence schools, and National Command Authorities with CC&D intelligence briefings, status reports, and assessments. It also analyzed specific foreign CC&D actions and methods, organizational elements, and doctrine.¹²

AFIS/INOA was a dual-tracked organization --administratively an AFIS element but operationally integrated into the AF/IN Directorate of Estimates (AF/INE) under the Strategic Studies Division (AF/INES). On 31 December, the division was 77 percent manned (18 authorized, 14 assigned). It had two critical Air Force Specialty Code (AFSC) 8044 billets vacant with no fills projected. Especially critical was the major slot at the Washington Navy Yard, vacant since July 1982.¹³

To meet unit imagery analysis needs, INOA relocated most of its imagery analysts to the National Photographic Interpretation Center at the Washington Navy Yard (WNY) in February. They were collocated with INOP. The move temporarily relieved overcrowding within the INOA work area in building 520 at Bolling AFB, D.C. However, considering the disadvantages of split operations and planned manpower increase of the collocated Strategic Studies Division (AF/INES) in building 520, AFIS/INOA foresaw a requirement for additional workspace. To this end, INOA submitted a requirement on 20 July for space for the whole operation at the WNY.¹⁴

To support a split operation, INOA requested improved government bus service from Bolling to the WNY which was provided. INOA also expressed the need for an official government vehicle to facilitate daily coordination between Bolling AFB and the WNY, and to support rising requirements involving travel in the Washington, D.C. area.¹⁵

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AFIS/INOA also undertook a major effort to support the intelligence requirements of the USAF Air Base Survivability (ABS) effort at Eglin AFB, Florida. The Armaments Division at Eglin requested INOA create a briefing on CC&D measures observed at foreign airfields. The briefing was presented to the organization on 2 August at Eglin and commenced a relationship between AFIS/INOA and the numerous organizations working continuity of air base operations during hostilities. INOA provided the air base survivability planners descriptions on how other countries applied CC&D to the ABS problem.²³

CC&D information was disseminated by electrical message, hardcopy in the "USAFINTEL 500-X series, and by briefings. In 1982, the unit commenced regular monthly production of the collateral CC&D message status reports and on 3 February released the first (in a regular) bimonthly series of Special Intelligence supplements to the collateral CC&D status report. USAFINTEL 500-2 was published in June and covered a variety of CC&D topics. The demand for the first hardcopy (USAFINTEL 500-1, December 1981) was greater than anticipated, so the total printing was increased from 300 to 360. Analysts completed drafting USAFINTEL 500-3, Airfield CC&D, but publication would not take place until 1983.²⁵

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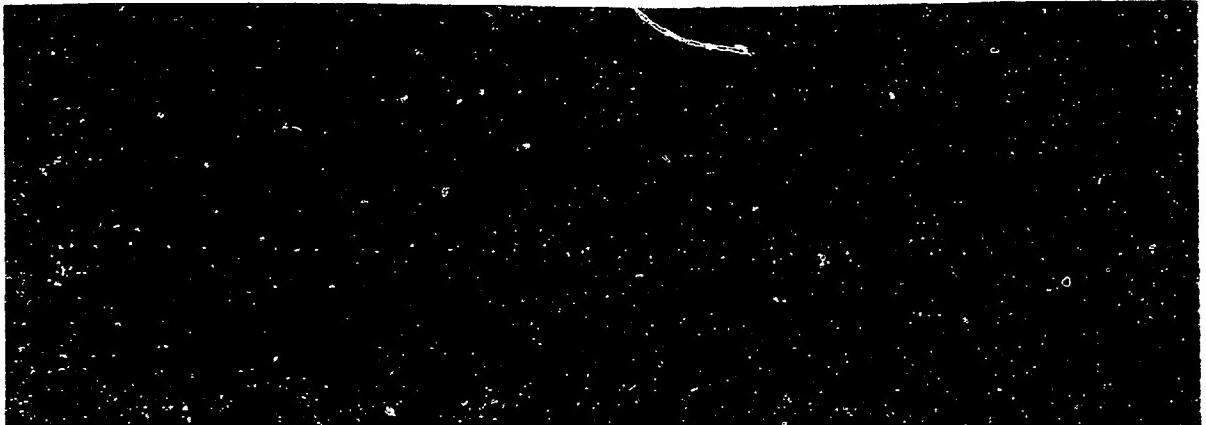
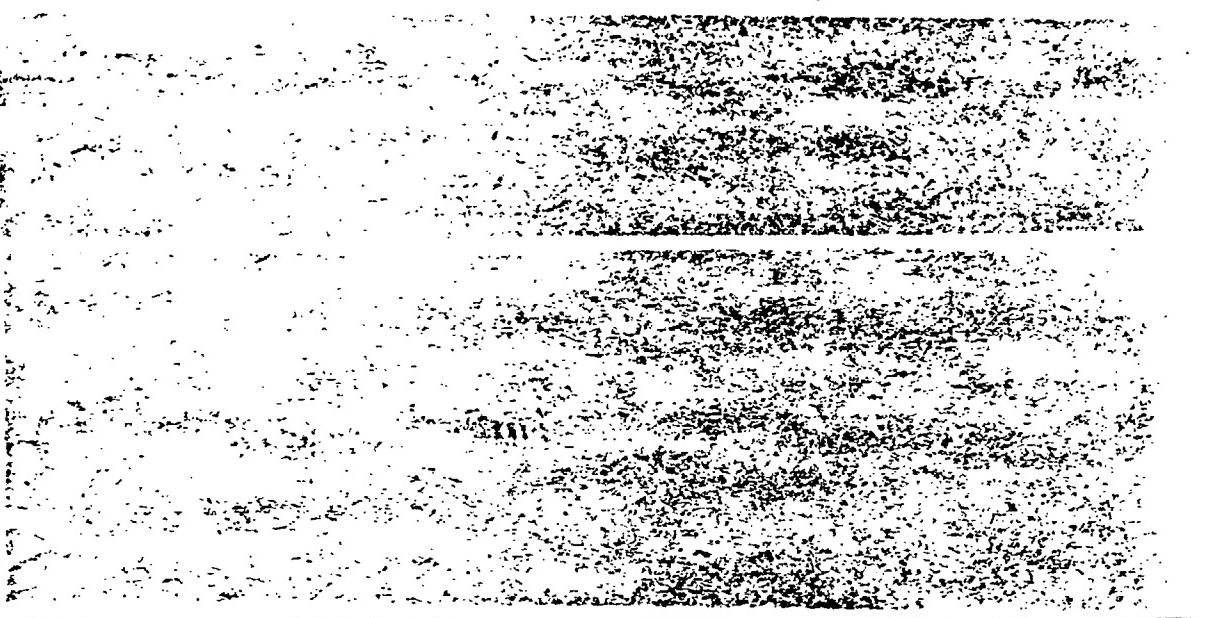
[REDACTED] Also in 1982, INOA made valuable contributions to the CC&D Technical Review Group which consisted of a large cross section of intelligence community representatives and civilian contractors dedicated to understanding and overcoming CC&D.²⁸

[REDACTED] The INOA mission was unique in the U.S. intelligence community. In addition to supporting Headquarters USAF and national level groups, the division expended substantial effort to raise the level of CC&D awareness among various Air Force elements to include MAJCOMS (TAC, SAC, AFCC, AFSC), Research and Development (R&D) organizations, the Foreign Technology Division, and technical schools.²⁹

[REDACTED] Special efforts were made to support Air Force schools since the directorate believed there was a particular need to make Air Force personnel better informed about the pervasive Soviet military and civilian CC&D program. Twice in 1982, Captain John M. Hoopes (Imagery Intelligence Staff Officer) briefed the 3480th Technical Training Wing (TTW) at Goodfellow AFB, Texas. He also prepared a briefing with script for school instructors and periodically updated it. Division personnel also provided curriculum support to the 3420th TTW, Lowry AFB, Colorado. On several occasions, Major Ken A. Rogers (Political-

Military Affairs Officer) was a guest lecturer at Air University, Maxwell AFB, Alabama. He briefed the Combined Air Warfare Course, Air Command and Staff College and the Air War College. INOA personnel also provided a quarterly briefing on Soviet deception at the Air Force Tactical Deception School in San Antonio, Texas and collaborated with the Directorate of Soviet Awareness (AFIS/INC) to enhance the CC&D content in their well regarded course.³⁰

[REDACTED] INOA support to tactical units was disappointing. Unit personnel had extensive information on enemy deception tactics at the tactical level of extreme importance to pilots, weapons controllers, and wing commanders. Plans to brief tactical units in USAFE and PACAF during the year were unfulfilled. To partially solve this problem, the division developed, with the enthusiastic assistance of Master Sergeant Dave Duggins of the Pentagon Air Force Studio, a CC&D video presentation. Production was expected to be completed in 1983.³¹



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INOA also investigated two other data base possibilities which proved unfeasible. Imagery analysts at the WNY attempted to establish a system on the Lexitron VT 1303 Word Processor, but, it proved inflexible. The alternate method for a total data base was to use the CIA computer and augment the existing software and data base written by MATHTECH of Princeton, New Jersey. Unable to obtain ready access to the CIA controlled terminals, INOA ceased pursuing this option. Overall, the division achieved little visible progress in achieving its data automation requirements. However, it was able to more precisely articulate its needs. Colonel Mabile believed that prospects for 1983 would be considerably brighter.³⁷

Special Activities Applications Group

In early January 1982, Colonel Cortlandt M. Taylor, Director of Estimates (AF/INE), requested a study to determine the feasibility of establishing an INE element (Special Activity Applications Group, AFIS/INOH) at the Air Force Special Activities Center (AFSAC) (located at Fort Belvoir) in an effort to better integrate human resources intelligence (HUMINT) into the Air Staff estimative and current intelligence process. He requested a review of current working relationships between INE and AFSAC, and recommendations on how these relationships could be improved through the establishment of a Special Activities Applications Group (AFIS/INOH). Due to his extensive HUMINT background, Major Ray Kilikauskas, then assigned to the Director of Estimates, Weapons Space and Technology Division (AF/INET), was asked to perform the study. To carry out the assigned task, 42 INE analysts were interviewed regarding their perceptions of HUMINT and their working relationships with AFSAC. Numerous AFSAC personnel were also interviewed in an effort to assess their views and analyze current procedures for supporting the Air Staff. The findings were summarized in an informal Staff Study and a briefing presented to Colonel Taylor in late January.³⁸

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[REDACTED] AFIS/INOH was tasked with the following mission: establish and maintain an Air Staff analyst-HUMINT Community interface; research HUMINT reporting for Air Staff intelligence analysts and prepare studies and analysis based on HUMINT as input to AF/IN assessments; act as focal point for researching, writing and validating Air Staff HUMINT collection requirements; establish and maintain the Air Force HUMINT Orientation Program for AF/IN and AFIS; prepare and coordinate HUMINT briefing items for AF/IN; arrange for analysts to participate in HUMINT debriefings; and coordinate analysts participation in HUMINT collection planning and operations.⁴⁸

[REDACTED] During 1982, INOH reported to the Director of Estimates (AF/INE) through the AFIS Director of Operational Intelligence (AFIS/INO). Due to its initial small size, INOH was titled the Special Activities Application Group. Although having no formal reporting relationship, INOH had a coordination responsibility with the AFSAC Commander (Colonel Nick Yankowski) and his staff.⁴⁹

[REDACTED] By the end of the year a General Defense Intelligence Program (GDIP) initiative had been submitted requesting two billets in FY86 and two in FY87.⁵⁰

[REDACTED] Meanwhile, on 3 July, Colonel Taylor requested the Assistant Chief of Staff, Intelligence (ACS/I) give permanent status to INOH. General Marks concurred in this action. On 27 October, Technical Sergeant Marty Leitner was assigned to INOH for a sixty day trial period. Sergeant Leitner was a skilled DIAOLS-COINS operator. Due to his presence during November, INOH was able to get the research portion of its mission on a firmer footing. On 7 December, Colonel Taylor approved Sergeant Leitner's permanent assignment to INOH.⁵¹

[REDACTED] During 1982, INOH, working with AFSAC, built an Air Force HUMINT Orientation Program. The program was a one day presentation

that described the functions of AFSAC and its detachments and detailed the functioning of the HUMINT requirements, tasking, and operations systems. INOH presented a thirty minute block on its charter and relationship to AF/IN, AFIS and AFSAC analysts. Four presentations of the program took place (5 May, 18 May, 10 June and 26 August). Seventy AF/IN and AFIS analysts attended. Comments on the critique sheets attested to the excellence of and need for such a program.

[REDACTED] It was important to note that after each orientation, the INOH workload increased as analysts started tasking the system through the services provided by INOH.⁵²

[REDACTED] INOH also serviced 30 requests for requirements research. This involved researching HUMINT requirements and providing analysts with a copy of the requirements in his area of expertise. As a result, by the end of the year, AF/IN and AFIS analysts updated or added to five standing requirements by some other organization.⁵⁴

Intelligence Research

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[REDACTED] AFIS/INOI, collocated with the NSA at its Friendship Annex (FANX) located near the Baltimore-Washington International Airport, was organizationally subordinate to the Director of Operational Intelligence (AFIS/INO) with functional and operational control exercised by the Director of Estimates (AF/INE). On 15 June, the division was formally reorganized from two branches (Strategic Systems and Aircraft/Defensive Missiles) to three branches (Missile and Space, Aircraft and C³ and Intelligence). Also, a Deputy Division Chief position was established at the General Manager (GM-14) level. In addition, the division was directed to initiate manpower acquisition for a fourth branch which would address Third World activities. The Air Force Directorate of Manpower and Organization (AF/MPME) validated INOI's request for six analysts. Acquisition of these analysts was expected in FY85.⁶¹

[REDACTED] As of 31 December, the division was authorized 28 military and civilian personnel with 24 assigned. Procurement actions were underway for four additional people (three civilian and one military). During the year, two attempts were made to have existing facilities rehabilitated and or relocate the office within the main NSA complex; however, neither initiative was successful. An additional request for rehabilitation was submitted to NSA in December.⁶²

[REDACTED] Throughout 1982, INOI began purchasing the majority of its leased equipment. By the end of the year, the division owned a Dacom 412G and two VT 1303 Lexitron Text Processors (consisting of two CRTs with keyboards and dual disk drives and two VT1000 printers). INOI terminated rental of an IBM Mag Card II typewriter and also turned in for salvage an old Recordak Micracode microfilmer which was neither serviceable nor repairable. The division also upgraded from a Xerox 4000 copier to a Royal 130R copier with greater capabilities for less money. These actions resulted in an enhanced equipment posture at less continuing cost.⁶³

[REDACTED]

Photo Research

[REDACTED] The Imagery Research Division (AFIS/INOP) provided imagery research and analysis to Air Staff intelligence analysts for use in

preparing Air Force intelligence estimates, briefings, interagency intelligence memorandums, force level determinations, and special analyses; provided quick reaction imagery research and analysis under crises conditions, during fast breaking events requiring continuing Air Force interest and analysis, and for immediate developments requiring Air Force Intelligence (AF/IN) developed positions for interagency working groups; provided imagery research and analysis to Air Force Commands and organizations having no organic imagery analysis capabilities; participated in development and evaluation of advanced sensor, exploitation, and/or dissemination systems as they impacted on the AF/IN and AFIS missions; and served as the Director of Estimates (AF/INE) focal point within the National Photographic Interpretation Center (NPIC) for all imagery related actions involving AF/INE and NPIC analysts.⁶⁵

[REDACTED]

This small unit of eight personnel (two officers, six enlisted) focused its operational capabilities solely upon imagery research and analysis. INOP had no organic photo processing film library, film storage, or computer capabilities, obtaining support in these areas from NPIC under a host tenant agreement. The division was functionally organized with each analyst having subject area responsibilities corresponding to given AF/INE analytical functions. Special project assignments corresponded to each analysts' particular expertise. Being collocated within the NPIC facility afforded INOP personnel an outstanding opportunity for continuous dialogue with national level imagery analysts and critical timely access to national imagery files and data bases.⁶⁶

[REDACTED]

[REDACTED] In February, the first contingent of personnel from the Special Studies Division (AFIS/INOA) arrived at INOP. Colonel Cortlandt Taylor, Director of Estimates, agreed in late 1981 to a collocation of all AF/IN and AFIS imagery analysis functions within the NPIC facility. INOA remained collocated with INOP throughout the year. The addition of five imagery analysts to INOP's small area (1140 square feet) forced a great deal of "creative" furniture arrangements. However, NPIC renovation plans in 1982 called for INOP and INOA to occupy a new 1600 square foot room in early 1983.⁶⁸

Throughout the year, INOP personnel briefed numerous visitors on the units' organization and mission, represented the Air Force on various interagency working groups, attended several TDY conferences and training programs, and provided support to numerous projects (see Appendix X). On 1 April, the unit upgraded to division status with no increase in manpower. Also on that date, Captain Ashby D. Elmore replaced Lieutenant Colonel James R. Carruth as Chief of the organization. Colonel Carruth transferred to Air Force Checkmate.⁶⁹

Aerospace Intelligence

The Aerospace Intelligence Division (AFIS/INOZ) provided current intelligence briefing support to the Chief of Staff, Air Force (CSAF), maintained a 24-hour Alert Branch on behalf of the Assistant Chief of Staff, Intelligence (ACS/I), and the Commander, AFIS, and provided graphics support to the ACS/I, Air Staff and AFIS. Additionally, editors and briefers provided current intelligence briefings and updates to senior Air Staff members. Direct support was rendered to Air Force analysts for both current intelligence and long-term estimates.⁷⁰

The Visual Display Branch (AFIS/INOZD) functional statement was revised on 12 August. The branch was responsible for providing a vehicle for Air Force intelligence participation in the creation, modification and maintenance of national and international products for the purpose of informing decision-makers on intelligence matters; providing services for intelligence-related programs to other federal agencies as requested; and also served as the agency representative in interdepartmental audio-visual matters.⁷²

INOZ personnel manning remained constant throughout the year. Personnel authorizations included 24 military and seven civilians. INOZD eliminated over 600 feet of building space in building T-1921 at Fort Belvoir. This space was donated to the AFIS Administrative Division (AFIS/DA) for expansion of operations. INOZD completely renovated the facility with new carpet, panel walls, drop ceiling and added two windows. However, lack of space continued to be the main problem in the central facility at the Pentagon.⁷³

During 1982, INOZA presented over 900 briefings to various Air Staff agencies and functions. Two major staff groups were added to the regular briefing schedule -- the Deputy Chief of Staff, Manpower and Personnel (AF/MP) and the Air Force Directorate of Programs and Evaluation (AF/PRP). The Deputy Chief of Staff, Plans and Operations (DCS/P&O) cancelled their requirement for intelligence briefings during their morning staff meetings as a result of time constraints and reorganizations. INOZA added twelve consumers to the daily ACS/I intelligence briefing message. Total worldwide distribution for this message was now 66. Three consumers were added to distribution for the preliminary briefing script bringing that total to 42 various consumers in the Washington, D.C. area.⁷⁴

INOZC received and processed approximately 250,000 copies of compartmented and collateral message traffic in support of the ACS/I. The branch also authored approximately 400 briefing items for the daily current intelligence briefing presented to the CSAF and other Air Staff agencies. This was nearly a doubling of briefing preparation over the previous year, due largely to new, increased emphasis on close INOZC participation in current intelligence production. INOZC became solely responsible for the preparation of items for the "weekend update" Monday CSAF current intelligence briefing. Additionally, over 400 stand-up situation briefings were provided by INOZC officers and noncommissioned officers (NCOs) to senior Air Staff personnel.⁷⁵

The watch officer and NCO shift schedules were changed from twelve-hour shifts to eight-hour shifts paralleling the National Military Intelligence Center (NMIC) shift schedules. As a result, morale improved and daily operational interface with NMIC analysts improved. The format for the INOZC Alert Officer Log was changed to present a more professional product. Also, an INOZC Executive Summary (IES) was developed and implemented to report concise significant events for senior Air Force Intelligence functions. Branch Operational Instructions (OIs) were updated and new OIs created to streamline and standardize Alert Center operations. Attendance by INOZC personnel at the DIS I&W course continued and was deemed extremely beneficial.⁷⁶

INOZD supported AF/IN, AFIS and AFSAC through the production of 8,404 graphic aids -- mostly vugraph transparencies. A total of 3,500 visual aids were produced in direct support of the CSAF daily intelligence briefing. In addition, 4,904 visual aids were produced for other elements within the organization. Photographic service was also a major part of INOZD requirements. INOZD produced 5,542 35mm slides, 820 prints and 302 pieces of art work for publications. The branch also provided direct support in producing visual aids to many key briefings such as the Transition Team, Congress, the Secretary of Defense, CIA, general officers and senior officials.⁷⁷

TARGET INTELLIGENCE

Effective 27 September, the Target Intelligence Division (AFIS/INT) was designated as a full directorate (AFIS/INT) by AF/IN. This action was the culmination of a lengthy program designed to

establish AFIS/INT as the focal point for targeting as well as mapping, charting, and geodesy (MC&G) within the Air Force.⁷⁸

The reorganization started in mid-1981 when INT presented to Major General John B. Marks (Assistant Chief of Staff, Intelligence) the AF/IN-AFIS targeting posture, its resources and workload. Highlighted, at that time, was the fact the targeting function supporting the Air Staff was totally reactive in nature and lacked direction. INT recommended targeting be refocused to work targeting policy issues and provide more support to the operational commands. Following Assistant Chief of Staff, Intelligence (ACS/I) guidance, INT, in late 1981 and early 1982, began to move in this direction. Manpower needs for the reorganization were identified and INT began defining its Air Staff role. By mid-1982 action had been completed to fill four new personnel billets, increase targeting involvement in the Joint and Air Force review process, and improve lines of communication with the Air Staff, Major Commands (MAJCOMs), Department of Defense (DOD) agencies and Unified and Specified commands. All actions stressed policy involvement and increased operations-intelligence interface.⁷⁹

Concepts and Applications

Reorientation of the Concepts and Applications Division (AFIS/INTA) resulted in the establishment of two theater specialist positions, one officer and one noncommissioned officer position to oversee Air Force targeting resources, an additional weaponeer, a systems application officer position and the hosting of the first worldwide USAF Target Intelligence Conference.⁸⁰

Several new long-term objectives were identified for the newly elevated division. With a full complement of manpower expected to be in place by the end of the second quarter of Fiscal Year (FY) 1983, INTA was scheduled to include even more objectives dealing with policy determination, direction, and operations-intelligence interface rather than just target intelligence production activities.⁸¹

To firmly establish INTA as the focal point throughout the Air Force for targeting matters, INTA began writing a 200 series Air Force regulation for targeting. This regulation would delineate target functions and responsibilities and would formalize other Air Force target and related MC&G publications. Additionally, INTA planned to expand their contact through more frequent visits to all operational commands and agencies.⁸²

Additional objectives included initiating greater interreaction and collaboration with the Air Force Directorate of Intelligence Plans and Systems (AF/INY), Research and Development (R&D) organizations, and plans and operations communities in systems

development; within intelligence, work to assure collection, exploitation and dissemination systems support targeting concepts, especially in the area of adaptive planning, rapid retargeting, electronic combat and unconventional warfare; and with R&D, plans, and operational communities, work closely to help develop improved concepts of operations and applications for new and established systems which required a targeting and MC&G perspective. This would include assuring availability of test data for the Joint Munitions Effectiveness Manual community, and evaluation of new analytical techniques such as Tactical Air Target Recommender and the Target Prioritization System. Additionally, INTA expected to increase emphasis on standardization of targeting equipment Air Force wide.⁸³

[REDACTED] INTA also planned to stay attuned to the fact modern, useable data bases were vital to the targeting and operations community. Toward this end, INTA began working to enhance and improve target and related MC&G data bases such as the Future Strategic Targets List and the Automated Installation Intelligence File to support weapons acquisition planning and warfighting capabilities. This would mean an increased involvement in identifying collection requirements. By ensuring greater or better use of Human Intelligence (HUMINT) resources, INTA could assure better identification of target elements for pinpoint targeting. This would be particularly important to unconventional warfare forces and to systems requiring detailed and accurate target planning.⁸⁴

[REDACTED] Other initiatives included more participation in auditing and evaluating command and joint exercises, thereby fostering improvements in the targeting process and targets operations. As functional manager of Air Force Specialty Codes (AFSCs) 808X and 201X1, INTA would continue to initiate actions to enhance and improve management of the career fields. These actions were scheduled to include: (1) a base line review of target billets in order to identify possible changes which would result in more efficient use of the resources; (2) closer collaboration and cooperation with Manpower and Personnel Center (MPC) on assignment actions affecting targeting resources; and (3) individual, personal contact with all Air Force targeting personnel in order to foster enhanced management of this scarce resource.⁸⁵

[REDACTED] These initiatives, coupled with INTA's current activities had set them on the road toward accomplishing their goal. Their improving manpower position would enable them to branch out into areas where their expertise had been lacking and was required. While the intent to become the focal point could require some time to reach fruition, Colonel John S. McKenney (Director of Targets) believed that personal, frequent contact with all associated agencies, organizations, and individuals would help INTA achieve its goal.⁸⁶

[REDACTED] Also during 1982, the Targets Directorate hosted the first annual worldwide Air Force Target Intelligence Conference. General Marks was extremely pleased with the results. He stated: "The first Air Force Target Intelligence Conference was a pioneering event, and I want to commend the participants for their efforts in making it a

success. To my knowledge, only one other intelligence specialty has attempted to gather its representatives from all levels of assignment and major commands to discuss the functional issues related to their discipline." In all, the conference was a success and pointed out the need for an annual meeting of representatives from the targeting community.⁸⁷

Mapping, Charting, and Geodesy

[REDACTED] During 1982, the Mapping, Charting, and Geodesy Division (AFIS/INTB) participated in the Dr. Hermann Study Group chartered by the Office of the Secretary of Defense (OSD) to study and make recommendations to improve the mapping, charting, and geodesy (MC&G) requirements process.⁸⁸

[REDACTED] As functional manager for the Cartographic Geodetic Officer (AFSC 57XX) and Geodetic Surveyor (AFSC 222X0) career fields, INTB took several actions to solve long-standing problems which had reduced the effectiveness of MC&G programs. The problems stemmed from a reduction in numbers and qualifications of personnel at a time when technology of cartography and geodesy and its application to automated weapons systems were increasing greatly. The result was an insufficient number of MC&G officers to adequately represent Air Force interests within the Defense Mapping Agency (DMA), provide technical expertise within MAJCOM staffs, and ensure consideration of MC&G requirements and limitations during weapon system development.⁸⁹

[REDACTED] The career field grew out of balance with a void in the middle grades and an overall manpower structure which did not provide positions for junior officers to gain training and experience. The educational prerequisites and the training provided did not keep pace with advancing technology. Two-thirds of the positions were in DMA with consequent personnel problems due to joint agency manning policies and the need for officers to spend several tours assigned outside the Air Force proper. The potential of the new technology and the dependency of modern weapons systems on it had not become adequately appreciated throughout the Air Force as a whole.⁹⁰

[REDACTED] During the year, INTB initiated several actions to correct these problems. Approval of an INTB request for an occupational measurement survey of all 57XXs and 222X0s was granted by AFMPC/MPCRPQ on 17 January. A project meeting held at the Occupational Measurement Center (OMC) on 23 June set milestones, identified task subjects, and recommended interview locations. By the end of the year, the OMC project officer had completed a draft task list and distributed it for review by senior career field members.⁹¹

[REDACTED] On 16 March, INTB requested that Cartographic Geodetic officers be authorized to participate in the Air Force Institute of Technology's (AFIT's) Scientific/Engineer Continuing Education Program. Headquarters Air Training Command, Educational Division (ATC/ED), granted approval on 11 May. By using this program, officers would be better able to keep technically current, and the technical nature of the career field would be better appreciated.⁹²

[REDACTED] INTB proposed a Functional Management Inspection (FMI) on MC&G Support Within Major Commands and Research, Development, Test and Evaluation (RDT&E) Organizations on 11 August. The Air Force Inspection and Safety Center, Inspector General (AFISC/IG), accepted the proposal on 26 August and made it their first priority FMI for the AFISC Intelligence Branch. Due to other tasking and the loss of personnel, it was scheduled for the summer and fall of 1983.⁹³

[REDACTED] In order to ensure new accessions into the 57XX career field met the prerequisites for AFIT advanced degree programs and were equipped to take advantage of Defense Mapping School technical training, INTB proposed a change to AFR 36-1 on 26 October. The primary change for both AFSCs 5716 and 5734 was a mandatory requirement for 30 semester hours of physical sciences, including differential and integral calculus. Continued discussions with senior officers of the DMA helped induce them to take their own initiatives to improve the personnel situation. On 18 August, they briefed the ACS/I and INTB on their proposed actions.⁹⁴

INTELLIGENCE DATA MANAGEMENT

[REDACTED] The Intelligence Data Management Directorate (AFIS/IND)* planned, coordinated and managed all USAF automated intelligence systems; performed Automated Data Processing (ADP) Single Manager duties (specified in AFR 300-12); led the Air Force intelligence community by managing development and maintenance of intelligence standard software; provided Air Force representation in the Department of Defense Intelligence Information System (DODIIS) community activities; maintained the Intelligence Data Handling System (IDHS) financial program; and supported Air Force intelligence activity missions with direct ADP, special data handling and staff support.⁹⁵

[REDACTED] Throughout 1982, AFIS/IND retained two major subdivisions -- the Operations and Development Division (AFIS/INDO) and the Resources and Management Division (AFIS/INDR). In July, Colonel George W. King replaced Colonel William R. Gray as the director of IND. Colonel King was previously Deputy Assistant for Command Data Automation at Headquarters USAFE, Ramstein Air Base, Germany. Colonel Gray became Division Chief for the Planning Division, Air Force Intelligence Plans and Systems Directorate (AF/INYX) at the Pentagon.⁹⁶

[REDACTED] During the year, the Program Element Monitor (PEM) function for Communications PEs 31339 and 31398 was transferred to IND and assumed by Major Steve Mohan. Resources (\$21 million) were more effectively programmed to support ADP communications. Renovation of building 520 at Bolling AFB, D.C. was approved and contracted for in preparation for the move of AFIS/INDO from building 5631 (also located

* Although assigned to AFIS, IND directly supported the Air Force Directorate of Intelligence Plans and Systems (AF/INY).

at Bolling AFB). The original renovation completion date was projected as December 1982 but was delayed until Calendar Year (CY) 1983. Work continued on the construction of the AFIS Computer Facility in building P-20 with an estimated completion date in 1983.⁹⁷

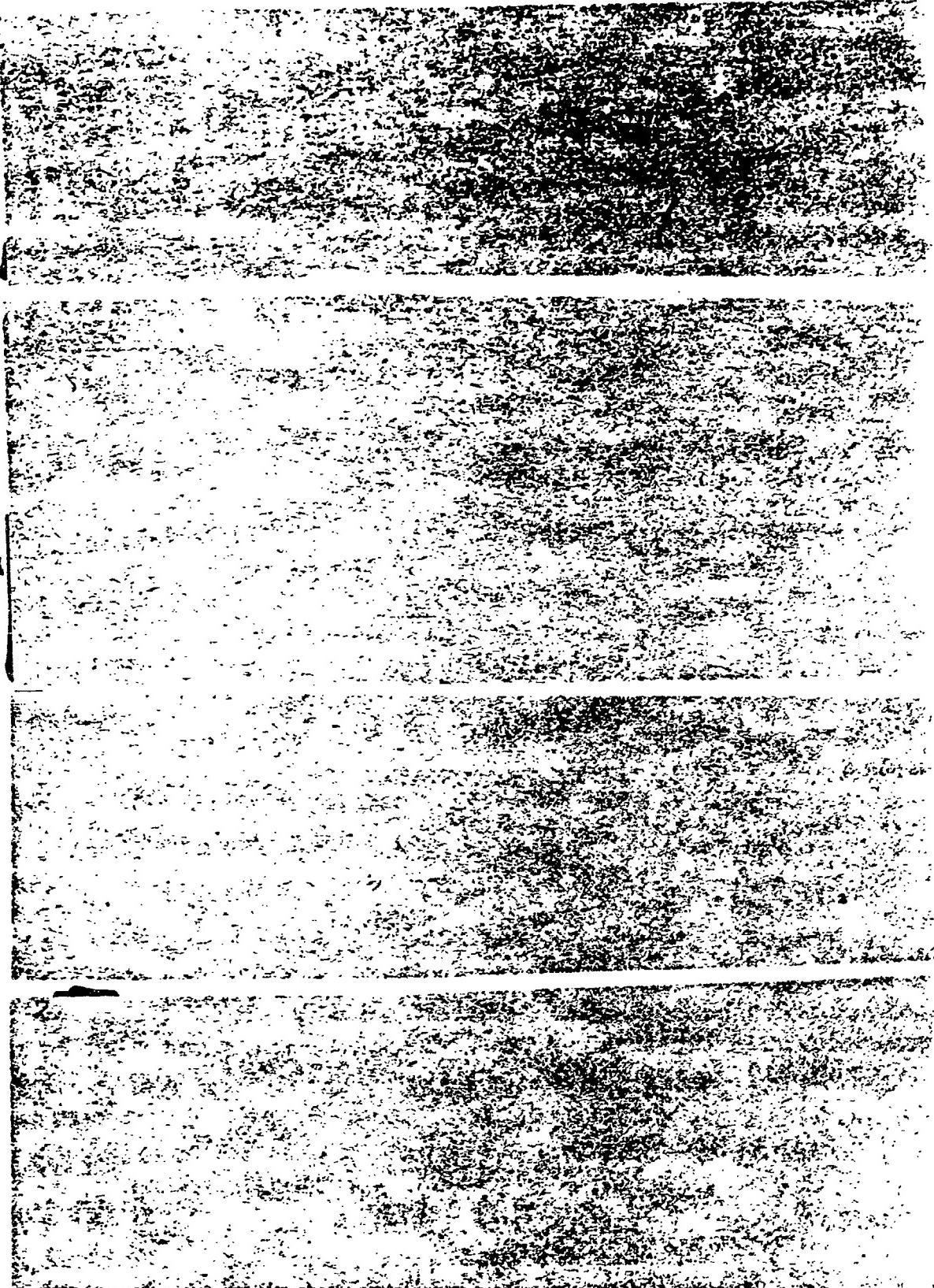
[REDACTED] The Modular Architecture for Exchange of Intelligence (MAXI) was declared the DODIIS Standard Single Processor Automated Message Handling System (AMHS) in March. MAXI continued to grow in both capabilities and in numbers of sites. In addition to its previous capabilities, the MAXI system could now operate: (1) in a multi-processor configuration; (2) with an Intelligence Data Handling System Communication II (IDHSC-II) access; (3) as a Front-End Processor (FEP) for Computer Aided Tactical Information System (CATIS); and (4) with an expanded number and expanded types of terminals. By the end of the year, eight MAXI sites were operational. New sites included the 497th Reconnaissance Group (RTG) (Headquarters USAFE); the 480th RTG (Headquarters TAC); the Tactical Air Warfare Center (TAWC); Headquarters Electronic Security Command (ESC) and Headquarters Readiness Command (REDCOM). MAXI, designated as a DODIIS standard software system, had generated growing interest throughout the intelligence as well as the command and control community. AFIS/IND planned future MAXI installations at command and control sites as well as additional intelligence sites.⁹⁸

[REDACTED] In January, new Common User Baseline for the Intelligence Community (CUBIC) Configuration Management procedures went into effect for AFIS contractors and the entire CUBIC user community. These procedures allowed greater AFIS/IND involvement and control over software problem reporting and solution. IND generated monthly status reports and sent them by message to all CUBIC users and contractors. The Configuration Management Plan for AFIS was also rewritten. CUBIC users commented that the detailed tracking by AFIS produced timely solutions to their software problems. In September, Captain Tony Burch arrived at AFIS/IND to take over Configuration Management (CM) and by October headed a three-man CM shop. IND CM capabilities were scheduled to increase with the advent of the AFIS Computer Facility at Bolling AFB. Testing of all future CUBIC software releases and software fixes was planned.⁹⁹

[REDACTED] AF/IN, AFIS and the Air Force Special Activities Center (AFSAC) Intelligence Data Handling (IDHS) users in the National Capitol Area (NCA) received improved and expanded IDHS capability through the AF/IN-AFIS-AFSAC IDHS Support Contract. In November, INCO, Incorporated of McLean, Virginia, was awarded the basic one year contract with two options. The contract included IDH Systems modification and development and systems architecture planning required in the IDHS Five-Year Plan. Work transition, as a result of the change in contractors, was not smooth. In some cases, software developed under the previous contract had to be researched before being tested and implemented by the new contractor.¹⁰⁰

[REDACTED] The IDHS Steering Group, chaired by General Bissell, met three times in that period. Steering Group members, the Air Staff

division chiefs, AFIS directors and the AFSAC Commander, discussed and prioritized software modification and development requests. During the first Steering Group meeting, the proposed AF/IN-AFIS AMHS received unanimous support and was therefore included in the General Defense Intelligence Program (GDIP) for FY 85 funding.¹⁰¹



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SECURITY AND COMMUNICATIONS MANAGEMENT

[REDACTED] The Directorate of Security and Communications Management (AFIS/INS) (located at the Pentagon) managed and evaluated all collateral security support functions; controlled and disseminated Top Secret and special categories of classified information; and monitored visit requests and release of collateral information to civilian contractors. It also managed the worldwide Air Force Special Security Office (AFSSO) system by ensuring compliance with Compartmented Intelligence Security Policy, Special Intelligence Telecommunications Policy, Communications Security Policy and Procedures, Physical Security, Billet Management, and Personnel Clearance Programs at all organizational levels.¹⁰⁶

[REDACTED] AFIS/INS retained four subordinate divisions during 1982. These included the Collateral Security and Administrative Support Division (AFIS/INSA); the Personnel Security Division (Billets Branch and Adjudication Branch) (AFIS/INSB); the Management Division (Facilities Branch) (AFIS/INC); and the Air Force Special Security Office (Product Dissemination Branch) (AFIS/INSD). Colonel George J. Mercuro continued as the overall Director.¹⁰⁷

Collateral Security

[REDACTED] Throughout 1982, the Collateral Security Division (AFIS/INSA) was the primary office of responsibility for the collateral security program within AF/IN and AFIS. As such, it provided security guidance to newcomers, conducted security meetings, security inspections, conducted investigations on security incidents, and monitored downgrading and declassification actions. As part of the downgrading and declassification program, INSA monitored the review of over 50,000 pages of material dating from 1955 forward, at the National Archives Records Service (NARS), Washington, D.C. This review was in relation to a Freedom of Information action. The end result of the review was that 500 of the pages required continued classification. AFIS/INSA was also responsible for the establishment of Air Force policy on the release of classified intelligence to U.S. contractors and monitored one time requests for release action. Over 300 one-time requests were processed during 1982 with approximately 11,000 documents sent to U.S. contractors on a routine basis.¹⁰⁸

[REDACTED] Effective 1 April, INSA assumed the collateral support functions previously performed by the AFIS Administration Division (AFIS/DAU). The functions transferred included Freedom of Information actions by AF/IN, Pentagon building passes, parking control, customer account control for Pentagon and Bolling AFB activities, space control, telephone and interoffice communications control, transportation control, and Air Staff mail and message distribution systems. Three positions were transferred along with the functions.¹⁰⁹

[REDACTED] INSA assumed a portion of the functions previously performed by the Intelligence Reference Branch (AFIS/INDOC) on 16 July. One

position was transferred along with the functions. The incumbent served as: (1) the representative to the Defense Intelligence Agency (DIA) in establishing accounts and requirements for collateral intelligence publications for AF/IN, AFIS, Air Staff, MAJCOMS, and SOAs worldwide; (2) monitored certain Air Force publication requirements in the 200 series and miscellaneous intelligence documents to customers that had not established an account with DIA; and (3) retained responsibility for rider actions -- an action where DIA had determined that they would disseminate to DIA offices only. If a military agency wanted to send the document within their organization, a ride-on to DIAs requirements was submitted to the Government Printing Office through the appropriate funding office. Each military agency was responsible for the cost of the publication in question.¹¹⁰

[REDACTED] In late November, the biographic files and validation for intelligence publications functions were transferred from AFIS/INDOC to INSA. One position was transferred with the functions. This person performed these functions and also served as back-up to the functions transferred from INDOC in April.¹¹¹

[REDACTED] AFIS/INSA also served as the Office of Primary Responsibility (OPR) for contractor visits, security reviews from the Secretary of the Air Force, Public Affairs Office of Security Review (SAF/PAS), monitored the Headquarters Top Secret control system, and continued as the control point for International Pact Organization (IPO) documents and other special category documents.¹¹²

Personnel Security

[REDACTED] The Personnel Security Division (AFIS/INSB) managed the worldwide Sensitive Compartmented Information (SCI) program for Air Force military, civilian, consultant, and contractor personnel; adjudicated reports of investigation on personnel who required access to SCI; managed the Air Force SCI billet structure and access rosters -- with an annual workload of 20,000 personnel security cases adjudicated, over 30,000 cases microfilmed, over 50,000 file searches conducted and personnel indoctrinated and debriefed, and over 8,000 billet requests processed; and insured that the most sensitive national intelligence information was fully protected and distributed on a strict need-to-know basis.¹¹³

[REDACTED] The Intelligence Community continued discussions regarding the use of the polygraph for SCI indoctrinated individuals. On 6 August, the Deputy Secretary of Defense directed that the military departments implement a program of polygraph screening for persons with SCI access. The polygraph examination would address counter-intelligence questions only. Under the new direction, AFIS/INSB would determine which Air Force personnel would be polygraphed and the Air Force Office of Special Investigation (AFOSI) would conduct the actual polygraph examinations.¹¹⁴

[REDACTED] In September, the Chief of INSB met with National Security Agency (NSA) and OSI representatives on the polygraphing of Air Force military personnel assigned to the NSA. It was agreed that NSA would polygraph all Air Force personnel currently assigned to NSA but that AFOSI would assume this responsibility at a later date (undetermined as of 31 December) with polygraph arrangements being made through AFIS/INSB. INSB and the Air Force Manpower and Personnel Center (AFMPC) were scheduled to work together to establish procedures for notifying an individual of the NSA polygraph requirement.¹¹⁵

[REDACTED] Due to concern over the personnel security investigation shortfalls (i.e. investigative backlogs, unacceptable completion time, etc.) new Special Background and Periodic Requests (SBI-PR) Investigation procedures were established. The Deputy Secretary of Defense directed that individuals indoctrinated for SCI execute an updated statement of personnel history on the five year anniversary date of the completion of the most recent SBI. This version would be reviewed by the supervisor to determine if any relevant information had been excluded. Expanded investigations would be conducted only as necessary (i.e. only in cases in which derogatory information was found). This policy was changed in early 1982. Later, however, it was decided that the Defense Investigative Service (DIS) would resume investigations for all SBI-PRs by 1 April 1983.¹¹⁶

[REDACTED] Despite a substantial increase in SCI billet requests, the division reduced the processing time to a minimum. INSB also developed an updated program for billet/access management (SABRE). Eventually, subordinate commands would be able to submit billet and access changes and updates electronically through the AUTODIN system as required.¹¹⁷

[REDACTED] During 1982, all civilian adjudicators, with the exception of one person, attended the SCI Adjudicators course sponsored by the CIA. Both adjudication teams held meetings (at least once each week) to discuss problem areas and questions on matters of policy that were in the process of being changed or that had been changed. At that time, Adjudicators were advised of any changes affecting SCI adjudication. This helped ensure standardization of the adjudication process.¹¹⁸

[REDACTED] AFIS/INSB received approximately 35,000 Nondisclosure Agreements from individuals authorized SCI access. The information was entered into a computer; however, the data was not stored within a DIA storage area or GSA storage facility. The division had asked for authorization to do so, but no approval had been received by the end of the year. INSB also developed a viable Due Process program for ensuring that each person denied SCI access was furnished reasons for the denial and was afforded the opportunity to appeal that decision.¹¹⁹

[REDACTED] Throughout the year, INSB microfilmed all hard copy records and incorporated them into the master data base. The division also input all pertinent information of approximately one-fourth of these

records into the SABRE system. This increased the data base by two-fold, thus eliminating twenty filing cabinets, and providing an additional nine feet of working area. These actions improved working conditions and reduced research time by one-quarter.¹²⁰

Security Management

The Management Division (AFIS/INSC) continued to perform its primary function of supporting USAF intelligence activities and Air Force Special Security Offices (AFSSOs) under the security cognizance of the Air Force Assistant Chief of Staff, Intelligence (ACS/I).¹²¹

AFIS/INSC conducted an SCI Security Management Course for Air Force military and civilian personnel assigned, or to be assigned, to worldwide SCI security positions. The course frequency was established as bimonthly. An arrangement had been made with Palace Sentinel personnel to routinely schedule all newly assigned AFSSO/SSO personnel for training enroute PCS. A total of six classes were held in 1982 with 87 personnel provided SCI security management training. This represented an increase of 18 over the 69 trained in 1981.¹²²

A total of 230 Sensitive Compartmented Information Facilities (SCIFs) and 46 contractor special security offices were accredited under the Air Force SCI security management program. This included 33 AFSSOs, of which one was added in 1982 -- AFSSO SE ROCC, Tyndall AFB, Florida. Twenty-six new SCIFs were accredited, eight SCIFs were transferred from another agency, and four SCIF accreditations were withdrawn. One AFSSO (AFSSO 24th Air Division, Malmstrom AFB, Montana) and one Consolidated Telecommunications Center (CTCC) (also at Malmstrom AFB) were inactivated during the year.¹²³

There were a total of 246 communications actions and nine Emergency Reaction Air Force Special Security Office and Readiness Command (REDCOM) personnel support actions (in support of four exercises) processed during the year. In addition, two DSSCS/GENSER consolidated telecommunications centers were created (Eglin AFB, Florida and Maxwell AFB, Alabama).¹²⁴

The upgrade to the AF/IN National Security Agency (NSA) Gray secure phone switch was completed in May and all telephone switch equipment was relocated from room BD-951 to BD-926. This freed space for rehabilitation and subsequent use by the Facilities Branch. The system now had the capability to accommodate additional lines, given sufficient crypto equipment, and functions with an improved electronic switch rather than the older, mechanical switch.¹²⁵

Two special studies were supported during the year. The Facilities Branch continued to provide information, on an informal basis, to the Government Accounting Office (GAO) (Mr. Irving Bocker and Mr. Jim Reid) on the Air Force compartmented industrial facilities protection program. This was in support of GAO Project #009709, OSD case #6142. The draft GAO report was released in December; INS responded with comments on 16 December.¹²⁶

[REDACTED] The Facilities Branch also provided information and support to the House Appropriations Committee Surveys and Investigations Team inquiry into the activities of the Defense Investigative Service and SCI carve-out contracts. Assistance provided included systems descriptions, coordination of selection and visit to a typical multiuser contractor, and the provision of data relative to the amount of money spent on SCI contracts and the number of people cleared to support these contracts.¹²⁷

[REDACTED] Throughout the year, the Management Division continued to extend and improve the quality of USAF Intelligence (USAFINTEL) specialized intelligence publications. Issued in accordance with AFR 8-31, these publications were used extensively to communicate aerospace intelligence and intelligence policies and procedures which, because of their sensitive content, could not be included in standard Air Force publications. The division was also responsible for nine USAFINTEL 201-X series publications which were distributed through the Air Force Special Security Office (AFSSO) system (AFR 200-72). Normal distribution included all authorized Air Force SCI elements, USAF Unified and Specified Command SCI Facilities (SCIFs), and other selected Intelligence SCI activities. The division was also responsible for the administrative review of any USAFINTEL publication produced by other AF/IN or AFIS elements.¹²⁸

[REDACTED] Some of the more significant changes involved USAFINTEL Regulations 201-1, 201-2, 201-5 and 201-6. A change was issued to USAFINTEL 201-1 (The Security, Use and Dissemination of Sensitive Compartmented Information (SCI) which added a new Government Controlled-Contractor Operated (GOCO) facility; updated policy on marking SCI documents; told how to account for SCI working material and changed Automated Data Processing (ADP) card column format for DD Form 1912 and 1913; completely updated policy on SCI billets and related matters; provided implementing instructions on the new SCI Nondisclosure Agreement (NDA) and related forms, and added policy on the release of personnel security information; required that destruction priorities be clearly indicated; added several terms to the Glossary; updated examples of standard forms for personnel security reports and queries; and made other changes throughout the directive.¹²⁹

[REDACTED] A revision was issued to USAFINTEL 201-1 (Sensitive Compartmented Information (SCI) Management Guide) to update the guidance designed to assist SCI security officials in performing inspections and related visits required by USAFINTEL 201-1, Chapter 17. It was also used for local self-evaluations, as a training aid, or in planning and conducting staff assistance visits to SCIFs. It was not a substitute for basic SCI control system directives.¹³⁰

[REDACTED] A revision to USAFINTEL 201-5 (Sensitive Compartmented Information Facility Directory) updated the manning and listing of SCIFs Air Force wide. Two changes to USAFINTEL 201-6 (Special

Intelligence (SI) Classification Guide) addressed guidance on classification of USAF reconnaissance aircraft; updated items on Foreign Instrumentation Signals; corrected guidance on SCE activations and inactivations; added guidance on the classification of the SCI billet structure and related rosters; and made other minor changes in the guide.¹³¹

[REDACTED] Other support to the intelligence community included money for the purchase of ten video player/monitors to be used in support of SCI indoctrination and education. A total of 67 worldwide Air Force SCI security incidents or violations were reported to INSC for processing during 1982.¹³²

Special Security

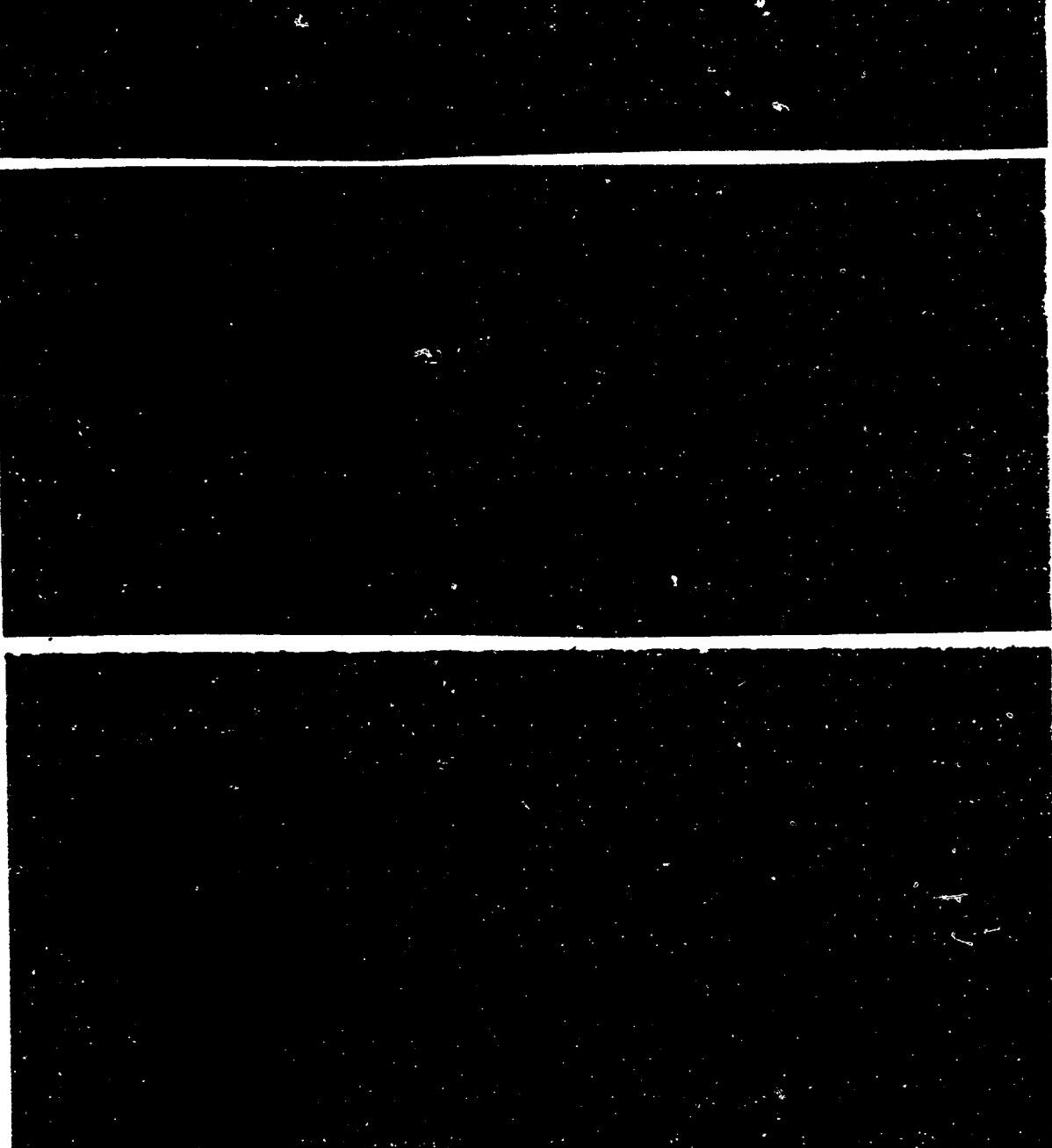
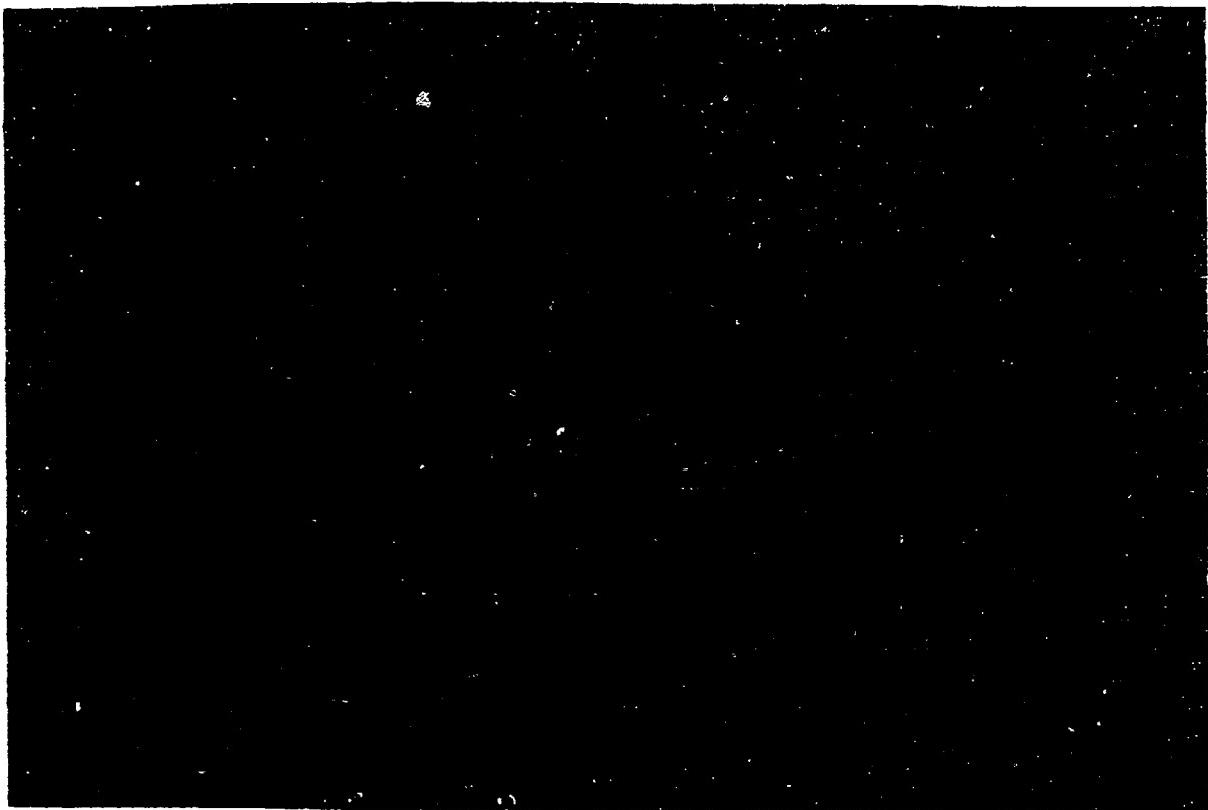


TABLE 2-1

SUMMARY OF INSD OPERATIONS

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CHAPTER III

INTELLIGENCE PROGRAMS

In addition to direct intelligence support, the Air Force Intelligence Service (AFIS) continued to conduct several key intelligence programs. These included the Intelligence Reserve Forces (AFIS/RE); Attache Affairs (AFIS/INH); Evasion, Escape, and Prisoner of War (POW) (AFIS/INR); Soviet Affairs (AFIS/INC); and the Air Force Special Activities Center (AFSAC).¹

INTELLIGENCE RESERVE FORCES

MISSION AND RESOURCES

Mission

The Intelligence Reserve Forces Division (AFIS/RE) directed the Air Force Intelligence Reserve (AFIR) Program and developed a combat ready reserve force to support active force intelligence operations during peacetime contingencies or wartime mobilization. The division also managed the Individual Mobilization Augmentee (IMA) positions which had been established by the Major Commands (MAJCOMs) and agencies, validated by the Air Staff at the Pentagon (AF/MPM) and transferred to AFIS for centralized control.²

As Director of the Intelligence Reserve Forces, Colonel John R. Oberst desired to meet the user command's requirements for wartime augmentation by recruitment of fully qualified personnel or prior service personnel with intelligence-related experience. Recruitment and retention were two goals used to obtain this objective. Recruitment initiatives, to achieve a net personnel gain of five percent each fiscal year included: (1) increased use of existing advertising media; (2) ensuring the Detached Training Sites (DTSs) were aware of current recruiting guidelines; (3) expanding recruiting of prior service personnel with intelligence-related experience; and (4) expanding mailing to potential prospects identified through Headquarters Air Reserve Personnel Center (ARPC) and Headquarters Air Force Reserve (AFRES) files. Retention initiatives to reduce losses from the AFIR program included: (1) identifying and tracking those people due reenlistment and encouraging their continued participation; (2) meaningful use of people in greater numbers for substantive intelligence projects to provide proficiency and maintain high levels of interest; and (3) maximizing recognition of outstanding performance and significant contributions through awards and decorations.³

A significant effort in support of the mission during 1982 involved an update of the AFIR Plan FY 1982-1986 (began in 1981). It stressed initiatives to meet five-year objectives and goals, and to meet the existing gap between command augmentation requirements and AFIR strength. The goal of the plan was to reach a higher level of personnel strength and operational capability through three basic objectives. These included employment of reservists in peacetime intelligence functions as an integral part of maintaining proficiency

and mobilization readiness; augmentation of active force intelligence operations in peacetime contingencies or wartime mobilization; and achievement of full force manning and full combat readiness.⁴

Colonel Oberst believed that management of a larger intelligence reserve force could be achieved without sacrificing quality. He stated: "The AFIR program is the largest functionally managed Individual Mobilization Augmentee program in the Air Force Reserve and we want to maintain its reputation as the 'best' through a challenging, viable, and productive environment."⁵

Organization

The Intelligence Reserve Force Division (AFIS/RE) served both as a staff directorate of AFIS and as the management element of the AFIR program. As the AFIS staff directorate, it continued to be divided into two major subdivisions: Operations and Readiness (REO) and Personnel Management (REP).⁶

The duties and responsibilities of the Operations and Readiness Division included developing and employing reservists in the AFIR program in a wide variety of military specialties to maintain or increase their proficiency and mobilization readiness; coordinating intelligence reserve support requirements of the Department of Defense (DOD), Headquarters United States Air Force (USAF), Major Commands (MAJCOMS) and Unified and Specified Commands; coordinating and managing Air Force Intelligence Reserves in support of active intelligence production requirements including local and remote tasking of Detached Training Sites (DTSS), and the evaluation of products and services; coordinating DTS intelligence briefings and intelligence-block training to Air Force Reserve (AFRES) flying units; developing man-days requirements, Reserve Personnel Appropriation (RPA) and Military Personnel Appropriation (MPA), to provide for operational, administrative, and training requirements for the AFIR program; allocating RPA man-days to fund special tours for training and support of training of IMAs to maintain or increase proficiency and mobilization readiness; allocating MPA man-days to fund special tours in direct support of active force requirements to meet a temporary active force manning need which could not be met economically by active force resources; and scheduling annual tours for IMAs.⁷

The division also identified and evaluated formal courses conducted for active duty personnel to determine applicability to intelligence reserve proficiency upgrading; developed criteria and requirements for the establishment and conduct of specialized formal courses for the AFIR; selected reserve personnel for skill proficiency upgrade and skill broadening courses; administered skill proficiency upgrade actions; provided staff supervision of the foreign language training program; developed training exercises for use at AFIS/RE DTSS; evaluated exercise learning outcome; monitored documentation of IMA training folders; developed and briefed concepts, programs and policies to insure that the AFIR program supported active force, intelligence requirements in peacetime and during contingencies as an

integral part of maintaining military proficiency and mobilization preparedness; prepared inputs to mobilization plans of the AFIS, Headquarters USAF, and USAF MAJCOMs; represented AFIS at DOD, Headquarters USAF, and USAF MAJCOMs; represented AFIS at DOD Headquarters USAF, USAF MAJCOMs and Air Force Reserve conferences relating to the development, use and readiness of the AFIR; prepared command support agreements and memoranda of understanding; organized and coordinated the establishment of AFIR DTSs; provided guidance and monitored Host-Tenant Support Agreements between DTSs and host installations; developed operating instructions (OIs) used in the directorate and the DTSs; prepared analysis to evaluate AFIR program management methods and procedures; and performed staff assistant visits to the DTSs.⁸

[REDACTED] The Personnel Management Division (REP) developed and maintained specialized intelligence reserve personnel data encompassing civilian and military intelligence background, technical and linguistic skills, and active duty tour data; maintained and updated the in-house Automated Data Processing System; submitted inputs to the Consolidated Reserve Personnel Office (CRPO) for update of the Advanced Personnel Data System (APDS); administered procedures for the accomplishment of intelligence Reserve Officer Effectiveness Reports (OERs) and Airman Performance Reports (Reserve) (APR(R)); reviewed and processed all reports prior to their becoming an official record; developed and maintained intelligence reserve retention and recruitment programs; evaluated applicants for the AFIR program; controlled assignment and reassignment actions; maintained master AFIR Manning documents; and developed standards and monitored AFIR Officer Unit Vacancy and Enlisted Promotion programs.⁹

[REDACTED] In addition, the division prepared and reviewed AFIR security clearance packages, initiated requests for formal clearances, prepared security clearance status reports and requested special security billets; managed the AFIR personnel affairs program, including awards and decorations, recognition and appreciation correspondence, and retirements; maintained liaison on reserve personnel related matters with the Air Staff, Air Reserve Personnel Center, USAF Commands, USAF Manpower Personnel Center, and other Separate Operating Agencies (SOAs); monitored CRPO personnel actions on reservists assigned or attached to the AFIR program; monitored personnel related actions pertaining to a reservists' career, such as: retirements, good years, promotions, commissioning programs, etc.; administered the Outstanding JMA of the Year and Deserving Airman Commissioning programs; and conducted staff assistance visits.¹⁰

[REDACTED] The AFIR program consisted of two organizational elements: the AFIS/RE staff and the field organization. The field organization continued to be divided into seven geographic areas to facilitate field management of Detached Training Sites (DTSs). Each area was supervised by an Area Director (AD), assisted by an Area Operations and Training Officer (AOT), an Area Personnel Officer (APO), and an Area Enlisted Advisor (AEA). All were reservists who performed these duties in addition to their primary responsibility of maintaining

mobilization readiness. The AD (a Colonel O-6) ensured that DTSs were managed in accordance with the procedures established by AFIS/RE. The AOT and APO (drawn from grades Captain through Lieutenant Colonel O-3 to O-5) were the principal action officers for training and operations, personnel requirements, and policy matters. The AEA was the principal advisor in matters concerning enlisted personnel, administration, and security.¹¹

The DTSs were informal administrative entities which trained and used reservists in a common geographic area. They were managed by a small staff of reservists who, in addition to meeting training requirements, served in additional duty roles such as commander, operations and training officer, and personnel officer. They were normally located at Air Force installations and provided intelligence support to collocated active and reserve units. They also worked on intelligence projects from other organizations using the special skills available within the DTSs.¹²

A remote flight was established as a geographically separate subelement of a DTS when it had been determined that a valid training opportunity existed. The Board of Advisors (BOA) was an additional duty committee comprised of senior members who had experience as ADs, DTS commanders, or in key enlisted positions. The members of the BOA, individually and collectively, advised the Director of AFIS/RE on policies and other areas of importance to the program. They reported to and were tasked by the director.¹³ *

Budget

A significant portion of the AFIS/RE budget provided for travel in connection with operational and mission support visits to the reserve DTSs. These visits provided the only effective means of providing on-site direction and guidance from the RE staff on DTS operational support projects and training. Travel to Area Directors Workshops provided policy, guidance and direction to the key members of the AFIR program.¹⁴

The largest budget expenditure involved communications -- primarily for the usage of WATS telephone lines. The management of reservists required contacting them either at places of employment or at home. Operation of the WATS lines also afforded the reservists the opportunity to contact the RE staff at no expense. These lines remained vital to effective operation and management of the AFIR program.¹⁵

* The AFIR Factbook contains additional organizational information. It provided the AFIS Commander, key staff personnel, and major active force user agencies with information on significant management areas of the AFIR program. The Factbook was published twice each fiscal year in October and April (See SD167). The AFIR Handbook was updated in April. It describes the AFIR program, the functions of AFIS/RE, and the procedures involved with requesting AFIR support and user participation and contribution (See SD168).

Table 3-1 provides a summary of total RE expenditures for 1982. Overall, only a minimal increase over the Fiscal Year (FY) 82 budget allocation occurred. In general, two major adjustments were made: rental equipment was reduced by \$10,000 due to the purchase of the Xerox 860 word processing system during FY82; and the budget for communications increased by \$9,000 due to increased use of the WATS telephone lines.¹⁶

TABLE 3-1

SUMMARY OF RE EXPENDITURES

<u>CATEGORY</u>	<u>TOTAL EXPENSE</u>
Travel of Personnel on TDY	\$27,000
Equipment Rental (IBM Copier, 3M Remote Copier)	9,100
Communications (WATS Line)	35,000
Other Supplies and Administration Supplies	9,000
Equipment and New Equipment	2,000
Purchase Maintenance Equipment	1,400
Total	\$83,500

OPERATIONS AND READINESS

Annual and Special Tours

The Operations Branch (AFIS/RE00) resource managers scheduled over 2200 annual and special tours -- an increase of 34 percent over 1981. The 20,268 man-days committed for these tours equated to over 55½ man-years of active force support. The branch also provided support to overseas exercises including Team Spirit, Ulchi Focus Lens, Flintlock, and Reforger and in the Continental United States (CONUS) to Red Flag, Blue Flag, Vigilant Overview, and Gallant Knight.¹⁷

A new program started by AFIS/RE during the year involved the on-station tour program for Defense Attache Reserve officers. Throughout 1982, officers were sent to Defense Attache Offices (DAOs) at Santiago, Chile; Tunis, Tunisia; Bohn, Germany; and Madrid, Spain. Appendix XI contains a synopsis of support provided to each Mobilization Day (M-Day) command during 1982.¹⁸

On 1 October, the Operations Branch assumed responsibility for publication of tour orders for Military Appropriation (MPA) tours. This function had been previously accomplished by the ARPC in Denver, Colorado. The necessary coordination was accomplished in minimal time and the first 32 MPA tour orders were locally published in the final quarter of the year.¹⁹

Due to fiscal constraints and RE directive, annual tours to overseas MAJCOMs remained limited. Procedural changes were in effect to provide the maximum training benefit from the limited number of tours available.²⁰

Proper man-day use was part of RE's management responsibility. Therefore, man-days were closely monitored to ensure qualified reservists were identified in response to MAJCOM requests. To maintain reasonable equity among available and qualified reservists, the MAJCOM and SOA users were informed that "by-name" requests would continue to be accommodated; however, an alternate reservist with similar qualifications might be suggested as a substitute for a by-name request.²¹

Exercise participation by the reservists continued to be encouraged and solicited since it provided an excellent training environment. Since most active force exercise dates were classified until released by the exercise office of primary responsibility (OPR), available dates provided by the reservists often did not coincide with exercise dates. Procedures were established to provide the fullest exercise participation possible.²²

Besides exercise participation, common training weekends were designated twice each year. During these sessions, the DTSs met to conduct Inactive Duty Training (IDT). The AFIS/RE staff remained available to provide continuity and direction.²³

Workshops

One joint and four Area Director-DTS Commander workshops were held during the year. These included: the National Capital Area, Fort Belvoir, Virginia, 13-14 March; the Pacific and Western Areas, Nellis AFB, Nevada, 20-21 March; the Central Area, Offutt AFB, Nebraska, 23-25 April; the Southwest Area, MacDill AFB, Florida, 15-16 May; and the Southwest Area, Kirtland AFB, New Mexico, 25-26 September.²⁴

These workshops, chaired by the respective area directors (ADs), provided a forum for DTS commanders to review areas of management, operations and personnel with an objective to further refine and improve the existing AFIR program. The Director, Intelligence Reserve Forces, Deputy Director, and other staff members, together with Major General Walter R. Longanecker, Jr. and Brigadier General Arthur W. Green, Jr. (both Mobilization Assistants to the Assistant Chief of Staff, Intelligence) attended these workshops. They presented new developments, policy, future concepts, and the AFIR program briefing. Two additional workshops took place at Fort Belvoir -- an Area Operations and Training (AOT) Officers workshop on 6-7 March and the annual Area Director's workshop on 11-12 September. All members agreed that the free exchange of issues, information, and ideas and the receptiveness of the attendees contributed significantly to the value and productiveness of these workshops.²⁵

Mobilization Planning and Readiness

The Readiness Branch and Programs Section (AFIS/REOR) provided significant inputs and coordination on the AFIS Support Plan -- SPACECOM. This plan outlined the deployment and employment of Individual Mobilization Augmentees (IMAs) to their M-Day assignments

with Space Command and provided guidance and procedures for deploying active and reserve AFIR personnel to support the command in general war and other contingencies. It outlined the intelligence Essential Elements of Information (EEIs), IMA deployment phases by Unit Type Code (UTC), logistic essentials (i.e. transportation, personal equipment, etc.), alert and recall procedures, and personnel processing.²⁶

Similar inputs were also provided to the AFIS Concept Plan - Development of CONUS Sustaining Support Forces for AFIS during contingencies and general war (AFIS CONPLAN-AFIS Support). This plan also provided guidance for reserve augmentation to Headquarters AFIS and the Air Force Special Activities Center (AFSAC) located at Fort Belvoir.²⁷

During 1982, RE started a project (as part of the AFIR program) on mobilization readiness. It began with a letter to subordinate units outlining RE's intentions and goals in broad terms. Under this project, AD and RE staff members conducted field readiness assessments of the IMAs. DTSs were given references to assist them in understanding their responsibilities. The impact of this year long initiative was an improvement in the AFIR mobilization readiness posture of the IMAs. It resulted in better M-Day preparation and knowledge, better understanding by the DTSs of their responsibilities in assisting the IMAs to be ready for mobilization, and more emphasis by the Area Director staffs on readiness related items during their staff assistance visits.²⁸

As a result of this project, the IMAs performance during 1982s major mobilization exercise (Exercise Proud Saber 83) improved significantly over the previous year's exercise (Condor Redoubt 81). Exercise Proud Saber 83, conducted from 25 October to 5 November, evaluated the readiness and responsiveness of the Air Force Reserve to properly react to mobilization tasking in time of national emergency. The RE staff and assigned IMAs participation in Proud Saber 83 primarily involved three areas: telephone alert, transportation processing and final in-processing.²⁹

AFIS/RE began the AFIR-wide telephone alert on 18 October and continued contact efforts for two days. This included the first mobilization test of the overseas assigned IMAs. Procedures were established with four overseas command Indications and Warning Centers to pass information to the DTS commanders. The total response was 92 percent -- a significant improvement over last year's rate of 86 percent for Condor Redoubt 81.³⁰

A total of nine IMAs from DTS 11 processed through Andrews AFB, Maryland, Transportation Management Office (TMO) for various simulated CONUS and overseas assignments. Four IMAs had mailgram orders and five did not. As long as the IMA was aware of the theater or base being deployed to, the TMO had no problem issuing a transportation request (TR) and moving the IMA based upon a verbal order of the commander and his reserve identification card, even if the IMA did not have a written order.³¹

A total of eight IMAs in-processed at Bolling AFB, D.C. Consolidated Base Personnel Office (CBPO) with four having mailgrams and four with nothing more than their ARPC mobility kit and guide. After some initial confusion, the in-processing progressed smoothly and was completed within approximately three hours. A significant lesson learned from this portion of the exercise was the benefit to the IMA of having a mobility kit in hand and the appropriate forms completed --it saved time and effort.³²

Responsibilities for the Air Force IMA program were outlined in a new regulation, AFR 35-34 (Individual Mobilization Augmentee Program). It provided an informative document to all levels of management and those personnel involved with the IMA program.³³

Finally, RE productivity goals were identified for input into the AFIS Productivity Plan. These goals were presented and initiatives were designed to achieve them. The goals were: increased manning in the AFIR, reduced officer efficiency report (OER) late rates, and involvement of all IMAs in intelligence production relating to their M-Day Air Force Specialty Code (AFSC) positions.³⁴

Establishment of Detached Training Sites

The DTSS and remote flights were established by Colonel Oberst after the Area Director had determined that a valid training opportunity existed to support IMAs in a common geographical area and had coordinated on tenant support with the host base. The year saw a significant increase in the informal organizational structure with the establishment of two new DTSSs and three flights. These additions gave the AFIR program its largest organization on record and reflected the most IMAs ever in the AFIR program. As of 31 December, there were 41 DTSSs and eight flights. Table 3-2 provides a list of new training locations established in 1982.³⁵

TABLE 3-2
NEW TRAINING LOCATIONS

<u>TITLE</u>	<u>DATE ESTABLISHED</u>	<u>LOCATION</u>	<u>PURPOSE</u>
DTS47	1 Sep 82	Ft Belvoir, VA	Evolved from DTS 21 whose strength had become too large to manage effectively. DTS 47 provided support to AFSAC and the training of IMAs in Human Intel (HUMINT).

DTS48	16 Dec 82	Sunnyvale AFS, CA	Provided scientific and technical intel support to DIA and Foreign Tech Div (FTD) activities, and locally to DOD high-technology environment in the San Francisco Bay area.
Flt 5B	18 Sep 82	Portland International Arpt, OR	Supported the 304 Aerospace Rescue and Recovery Squadron (AFRES)
Flt 14B	1 Aug 82	Dallas Naval Air Station, TX	Supported the Naval Reserve Area Coordinator and the Intel Center Pacific (IPAC).
Flt 23B	1 Oct 82	Berlin, Federal Republic of Germany	Supported the Joint Allied Refugee Operation Center (JAROC).

[REDACTED] Other locations considered as potential host bases for the establishment of a DTS or flight during the year included Patrick AFB, Florida and Royal Air Force (RAF) Lakenheath, United Kingdom. A final change to DTS locations involved the redesignation of DTS 36 at Barksdale AFB, Louisiana as Flight 14A. Low personnel strength had hindered the former DTS from discharging its responsibilities. Consequently, the reorganization was mutually agreed upon by Colonel Oberst and the DTS commander.³⁶

Intelligence Support Projects

[REDACTED] The Readiness Branch DTS Projects section monitored over 300 locally and remotely tasked DTS intelligence projects in support of 30 MAJCOMs, SOAs, Agencies, Air National Guard (ANG), Navy, and Joint Commands. These projects were used as a medium for providing both proficiency training to the IMAs and intelligence support to active force and reserve force users.³⁷

[REDACTED] Management of the DTS projects was primarily accomplished through the training weekend reports submitted to each DTS. The report data included project numbers, project descriptions, tasking organizations, estimated completion dates, time devoted to projects by each IMA and their Air Force Specialty Code (AFSC). The data was compared with previously submitted data, and was analyzed in terms of viability of training value, and on-going status. Questions that occurred on the utility or data of the projects were quickly resolved. Management of these projects was also accomplished through staff assistance visits to the DTSS by the various Area Directors staffs and the RE staff.³⁸

Several significant actions were started during the year. The principal action involved a letter to all user commands points-of-contact associated with the AFIR program soliciting their support for intelligence projects on behalf of the IMAs. Their assistance was requested to identify intelligence projects that would be useful to the accomplishment of their mission and also provide productive training to the IMAs. Response from the major commands and the other agencies was enthusiastic as more than 150 projects were received. This provided a viable indication of their support of the AFIR program. Specific DTSs were identified to work on selected projects.³⁹

Emphasis was also placed on IMA Inactive Duty Training (IDT) at the DTSs. This was done as a result of discussions with the Air Force Auditor who expressed concern (from field auditors' reports) indicating a lack of awareness on the part of IMAs concerning the relationship of IDT to M-Day skill proficiency requirements. The ADs, AOTs, and DTS commanders were requested to educate DTS personnel in this area. The DTS projects section placed additional emphasis on Duty AFSC (DAFSC) project matching in assigning DTS projects, and monitored it when examining training reports to insure assigned IMAs' DAFSCs remained compatible with projects.⁴⁰

An initial distribution of materials was made available to the DTSs on behalf of the United States Air Force in Europe (USAFE) IMA self-study program. This program made orientation materials available to USAFE IMAs that would benefit them in their M-Day position.⁴¹

Updated imagery interpretation packages were also distributed to DTSs with imagery interpretation specialists provided by the 497th Reconnaissance Technical Group (RTG) (USAFE). This was a follow-on distribution to one made in 1981 in response to an AFIS/RE request for assistance in providing training materials to the IMA imagery interpreters. The 497th RTG remained very supportive to the AFIR program.⁴²

Another initiative involved an increase in IMA productivity during IDT. Since projects were the primary means of achieving and maintaining AFSC proficiency, the level of productivity of IDT needed to be maximized in order to obtain the greatest benefit to the IMA and the M-Day command. Ideally, IMAs needed to be involved in projects related to their M-Day DAFSC position. Monitoring the training reports disclosed the amount of time spent on projects. The DTS project statistics were gathered and evaluated. Those DTSs with a low rate of man-hours per project were identified and notified. Awareness by DTS commanders (of the need to focus interest in this area) had a positive affect on this initiative.⁴³

During 1982, two DTS generated project proposals were worthy of note. First, DTS 35 had advocated the establishment of an in-place reserve capability for maintaining and updating Cuban threat data. It

would be used to provide intelligence support to Air Force flying units within 72 hours of a Cuban contingency. Secondly, DTS 45 proposed the formation of a Soviet Awareness Briefing Team to brief to Air Force reserve units on the Soviet threat. This proposal required coordination with Headquarters Air Force Reserve (AFRES) and the Director of Soviet Affairs (AFIS/INC).⁴⁴

Training Programs

The AFIS/RE Readiness Branch training section managed in-resident training of over 252 reserve officers and airmen during the year. By the end of the year, there were 183 priority one trainees (IMAs requiring in-residence courses for upgrade). Through special efforts in obtaining quotas, AFIR IMAs (for the first time) attended such unique schools as the Administrative Systems Course (E3AZR70270-1) held at Keesler AFB, Mississippi and the Advanced Security Police Officer Course (L30AR8111-000) held at Lackland AFB, Texas.⁴⁵

Three sessions of the Intelligence Targeting Officer training program were held at Lowry AFB, Colorado. Six officers completed the Target Analysis Session and nine attended the Advanced Weaponneering Session. Six targeting officers attended the Force Applications and Mission Folders Session and thereby, were the first class to complete the Targeting Officer Training program. This was the first class to finish the three phase program. Other reserve members also attended the Basic Interrogation Course and the Advanced Interrogation Course (Exercise) held at Los Alamitos Armed Forces Reserve Center in California.⁴⁶

As indicated earlier, an Area Operations and Training (AOT) officer workshop was held at Fort Belvoir on 6-7 March. The workshop provided a forum for the seven AOTs and AFIS/RE staff members to discuss common areas of concern regarding DTS training and operations. Problems were identified and acceptable solutions derived in the following areas: training priorities, schools, enlisted retraining policy, on-the-job (OJT) upgrades, projects and proficiency maintenance, Human Intelligence (HUMINT), foreign language training, weight control, and mobilization readiness training. The result was a compilation of problem areas which the participants agreed to address and resolve during the remainder of the year.⁴⁷

An ad hoc working group, created in the fall of 1981 to formalize retraining guidance, completed its study in March. The working group, composed of AFIS/RE enlisted personnel, used its long training experience to formulate guidance and procedures regarding retraining and renlisted recruiting policy. The guidance was tailored to meet specific AFIR needs while remaining in concert with Air Force regulations. Another result was the establishment of an enlisted applications review panel which made recommendations of prospective enlisted applicants to the AFIS/RE Applications Review Board.⁴⁸

In August, the Air Force Intelligence Planning Division (AF/INYX) notified AFIS/RE that Air Force Regulation (AFR) 36-2

(Officer Classification Regulation) was being revised. In response, Colonel Oberst reviewed the draft proposal and identified three problem areas: (1) training requirements listed in the revision should apply only to officers entering 80XX AFSCs on or after the effective date of implementation. Officers already assigned to AFIR and those assigned before implementation should be exempt from the revision; (2) AFIS/RE footnotes under each job description reflected specific comments regarding AFIR officer training requirements; and (3) formal training certification of each specialty description already existed with the AFIS training structure in the form of a mandatory upgrade board held prior to upgrade action.⁴⁹



A new foreign language program also started in 1982. The DTS 44, charged with program management, hosted a reserve team leaders' workshop at Monterey, California on 6-7 November. The purpose of the workshop was to evaluate the three weekends of total immersion language training conducted in 1982. Team leader presentations revealed a common denominator: tremendous enthusiasm, initiative, and progress. Key features of total immersion training were innovating methods -- the "no english" rule, and the "do with what you have" approach. These features generated high motivation to succeed in a unique experiment. Specific examples were given to describe increasing proficiency. Although only three weekend sessions were held during the year, Colonel Oberst believed the experience held promise of success.⁵³

The ultimate objective of the foreign language program was to produce conversational fluency in foreign languages specified by commands and agencies affiliated with the AFIR program. Colonel Oberst stated: "The total immersion experiment has already exceeded our expectations. It has 'caught fire' because of the great enthusiasm and initiative of participants." Likewise, the two week tutorial training at the Defense Language Institute for linguists who could not participate in teams because of their remote locations received high marks from attendees. Without reservation, team leaders applauded AFIS/RE for the efficient processing of man-day tour orders and for supporting training site selections. The workshop report was reviewed by General Bissell who commented: "...excited by the interest and enthusiasm....believe we will need considerable patience and perseverance; but objectives are worthwhile and should be continued for two to three years and then evaluated."⁵⁴

The Air Force initiative "Project Warrior" was introduced to the DTSS to generate suggestions and products. The basic goal of the project was to reinforce military professionalism. Within the Air Force intelligence community, this was accomplished through study, research and emphasis on the special role of intelligence in air power. Colonel Oberst hoped that lessons learned from failures and successes would result in more effective use of intelligence and its potential for maintaining peace. Response from the field units was good with several promising inputs coordinated with the Air Staff (AF/INYX) project director.⁵⁵

PERSONNEL MANAGEMENT

Assignments and Recruiting

The RE Manning Branch (AFIS/REPM) continued to keep IMAs and MAJCOMs apprised of changes in M-Day assignments due to promotions, command realignments, and quality reviews designed to better align individual backgrounds and command requirements (particularly language experience).⁵⁶

By the end of the year, 314 applications for assignment or attachment to the AFIR Program were received. Of the 221 applications approved, 33 were pending publication of orders by Headquarters Air Reserve Personnel Center (ARPC) or other agencies; nine were pending additional information in order to accurately request orders; and nine were placed on an RE waiting list. The remaining applications were returned with recommendations of other possible reserve placement. As a result of a 1980 policy change permitting the acceptance of individuals with less than a "fully qualified" background, the manning strength of the AFIR Program significantly increased. A total gain of 187 personnel (110 officers, 77 enlisted) and a culminate loss of 151 personnel (74 officers, 77 enlisted) resulted in a net gain of 36 people.⁵⁷

As of 31 December, AFIS/RE managed 1265 reservists: 1216 assigned and 49 attached for training. This represented 65 percent of the authorized strength (79 percent officer and 41 percent enlisted) of the total 1899 positions. During 1982, AFIS/RE lost 26 and gained 20 IMA authorizations. These statistics included a loss of 18 from AFIS and AFSAC; eight from DALM; and a gain of 20 for Tactical Air Command (TAC). Table 3-3 provides a summary of IMA authorizations by command.⁵⁸

TABLE 3-3
IMA AUTHORIZATION SUMMARY

<u>COMMAND</u>	<u>TOTAL</u>	<u>COMMAND</u>	<u>TOTAL</u>
AAC	24	SAC	164
USAFE	239	AF/IN	48
ADCOM	24	TAC	138
AFIS	206	PACAF	436
AFLC	14	DALM	99
DIA	261	AFRES	2
MAC	244		

Several significant recruiting initiatives were started during the year. A draft of a brochure on the AFIR Program was developed and submitted to Headquarters Air Force Reserve for their assistance in production. Also, a recurring advertisement appeared in the Air Reservist Magazine. This recruiting effort proved to be very effective by providing 55 percent of the applicants. A special personnel listing from Headquarters ARPC contained individuals with backgrounds in the intelligence field. A good response was received from the mailing of information to more than 200 persons on the list. Reservists in the program demonstrated their own recruiting initiative by advertising in local newspapers, pamphlets, and other publications.⁵⁹

Personnel Security

The Security Branch (AFIS/REPS) processed 145 Special Background Investigations (SBIs). This represented a 36 percent decrease from the previous year, primarily due to a moratorium on bring-up investigations by the Office of the Secretary of Defense. However, in December, the moratorium was lifted. A total of 294 Period Investigations (PRs) were started to clear up the backlog of SBIs and PRs.⁶⁰

The branch assumed control of two other continuing programs during the year--Sensitive Compartmented Information (SCI) biennial reindoctrinations and waivers to SCI standards. In February, the reindoctrination program started. It consisted of determining the

initial indoctrination dates for all SCI permanently indoctrinated reservists; incorporating the data into the Intelligence Reserve Information System (IRIS); and then determining who required biennial reindoctrination. The reindoctrinations were conducted in two ways: either by the host Special Security Office (SSO) or by the tour location SSO when an active duty tour required SCI access.⁶¹

[REDACTED] The SCI waiver program began in December. Like the reindoctrination program, it also contained three phases. First, reservists were screened for ineligibility because an immediate family member was a foreign national. The second phase determined those reservists in IMA positions who required SCI access upon mobilization. Then, as necessary, obtaining a "Statement of Intent" from the immediate family member and or requesting the IMAs gaining command to submit a compelling need to the Security and Communications Management Directorate (AFIS/INS). This program applied whenever an assigned reservist was reassigned within the AFIR Program and to other applicants meeting SCI waiver criteria.⁶²

[REDACTED] The AFIS/RE Reserve SCI Billet structure underwent several changes during the year. First, the Foreign Technology Division (FTD) assumed control of all SCI and security actions for FTD reservists attached to AFIS/RE for training. A total of 40 SCI billets were transferred to FTD. Second, two new SCI structures were established: DTS 27, to support the 18th Airborne Corps at Fort Bragg, North Carolina; and Flight 37A, to support the 1550 ATTW at Kirtland AFB, New Mexico. Conversely, billet structures were deleted at DTS 1, DTS 24, and Flight 25A, because reservists did not require permanent SCI access to conduct Inactive Duty Training. Finally, in December, the host active duty Senior Intelligence Officer (SIO) at each DTS location using SCI permanent access was requested to revalidate the need for SCI billets and reservists indoctrinated in those billets. Initial results indicated more use of available billets.⁶³

[REDACTED] Major changes to personnel security were made in the revised DOD 5200.2-R/AFR 205-32, Personnel Security Program. This required a change to the Memorandum of Understanding (MOU) between AFIS/INS and AFIS/RE, and a complete revision of AFIS/RE Operating Instruction (OI) 205-3, Personnel Security Program. Drafts, incorporating the changes, were approved by AFIS/INS and the updated documents were scheduled to be completed in early 1983.⁶⁴

Special Actions and Records

[REDACTED] The Quality Force Branch (AFIS/REPQ) continued to be responsible for all special actions and records maintenance functions. The Special Actions Section remained responsible for the operation, management, and control of Officer Effectiveness Reports (OERs) and Reserve Airman Performance Reports (APR(R)s), reserve officer and enlisted promotions, awards and decorations, special trophies and awards (Outstanding Officer and Enlisted Individual Mobilization Augmentees (IMAs)), the Deserving Airman Commissioning Program (DACP),

and other special programs and projects directed by the Chief, Personnel Management Division.⁶⁵

A total of 901 OERs, 259 APR(R)s, and 1323 Letters of Evaluation (LOEs) were processed. Although many performance reports received from the DTS required reaccomplishment or correction, they were reaccomplished virtually error-free and resulted in a final acceptance rate of better than 99 percent. This was especially significant considering that the 55 DTSs and Flights were dispersed throughout the CONUS, Europe, Panama, Hawaii, and Alaska.⁶⁶

The AFIS/RE 1982 Outstanding Officer and Enlisted IMA of the Year Screening Board convened on 29 November and evaluated seven officer and five enlisted Area candidates. The officer selectee was Major Francis L. Ciliberti, Western Area, and the enlisted selectee was Senior Master Sergeant (SMSgt) Daniel J. Lovick, Pacific Area. Both were submitted to ARPC for the Outstanding IMA of the Year Board which was scheduled to convene on 27 January 1983.⁶⁷

The AFIS/RE DACP Screening Board evaluated eleven reserve enlisted candidates on 15 June, and recommended six to the 25 August ARPC DACP Board. All those recommended were accepted for commissioning during September. The reserve Non-Extended Active Duty (NONEAD) Officer Unit Vacancy (UV) and Permanent Mandatory Promotion (Reserve Officer Promotion Act (ROPA)) function experienced another busy and extremely fruitful year as indicated in the statistics on Table 3-4. Overall, AFIS statistics were higher than AFRES in all categories with the exception of promotion to Lieutenant Colonel.⁶⁸

TABLE 3-4

ROPA AND UNIT VACANCY PROGRAM STATUS*

<u>DATE/GRADE</u>	<u>ROPA</u>		<u>UNIT VACANCY</u>	
	<u># ELIGIBLE/SELECTED/RATE</u>	<u>AFIS/RE AF RESERVE</u>	<u>NOMINATED/SELECTED/RATE</u>	<u>AFIS/RE AF RESERVE</u>
OCT COL	34/6 (18%)	373/39 (10%)	N/A	N/A
JUN LTC	22/7 (32%)	195/141 (72%)	10/7 (70%)	91/42 (46%)
MAR MAJ	60/56 (93%)	284/250 (88%)	13/13 (100%)	284/250 (88%)
AUG CAPT	10/10 (100%)	32/32 (100%)	2/2 (100%)	17/14 (82%)

The Reserve NONEAD Enlisted Promotion Screening Board convened on 4 August. The statistics on Table 3-5 represent the number of personnel considered, recommended, and promoted as of 31 December.⁶⁹

* Abbreviations used: COL - Colonel (O-6); LTC - Lieutenant Colonel (O-5); MAJ - Major (O-4); CAPT - Captain (O-3).

TABLE 3-5
ENLISTED PROMOTION STATUS*

<u>GRADE</u>	<u>CONSIDERED/RECOMMENDED</u>	<u>PROMOTED AS OF 31 DEC</u>
CMSGT	10/5	3
SMSGT	28/7	7
MSGT	27/8	5
TSGT	33/11	10
SSGT	11/11	11
SRA/SGT	2/2	2
TOTAL	111/44	39

Reservists continued to be recognized for their accomplishments and outstanding support by way of awards and decorations. The Branch processed 81 letters of appreciation recognizing outstanding accomplishments. Statistics for awards and decorations are included on Table 3-6.⁷⁰

TABLE 3-6
AWARDS AND DECORATIONS SUMMARY

<u>Type of Award</u>	<u>Number Processed</u>	<u>Number Approved**</u>	<u>Number Disapproved</u>
Meritorious Service Medal	33	24	4
Air Force Commendation Medal	79	75	0
Air Force Achievement Medal	27	21	0
TOTAL	139	120	4

The Records Maintenance Section continued responsibility for the daily operation, maintenance, management, and control of the computerized Intelligence Reserve Information System (IRIS), and officer and enlisted command selection records for approximately 1270

* Abbreviations used: CMSGT - Chief Master Sergeant (E-9); SMSGT - Senior Master Sergeant (E-8); MSGT -Master Sergeant (E-7); TSGT - Technical Sergeant (E-6); SSGT - Staff Sergeant (E-5); SGT - Sergeant (E-4); and SRA - Senior Airman (E-4).

** The figure reflects some awards processed in 1981, but approved in 1982.

personnel. Considerable time was spent in development and design of a better, more functional, computerized IRIS system. The IRIS system provided greatly improved data availability and data manipulation capability. It was responsive, easy to maintain, and easy to address ad hoc requirements for reports. Automated Personnel Data System review products were received from ARPC twice yearly and filed in 1270 Command Records Folders. Approximately 870 hours were logged in maintenance and update of mechanized data pertinent to the IRIS Computer Program. A total of 1500 scheduled reports were processed in addition to a myriad of unscheduled reports. Computer product support was provided by USAF Data Services, (Pentagon), for the abbreviated master report, incumbent roster, and security roster generated from IRIS.⁷¹

Administrative Management

The Administrative Management Office (AFIS/REA) realigned task requirements and redirected the work flow creating a more efficient operation. Its responsibilities included casualty reporting, maintaining and updating the active duty unit manning document, and forwarding recruitment packages to candidates for the AFIR Program. To consolidate the large amount of correspondence sent out to the field, REA prepared weekly mailing to each DTS Commander. In addition to routine actions, REA provided administrative support in the preparation, production, and dissemination of Exercise Operational Plan (OPLAN) Advanced Interrogation 1982.⁷²

ATTACHE AFFAIRS

Mission and Resources.

The Directorate of Attache Affairs (AFIS/INH) developed capabilities for Air Force participation in the Defense Attache System (DAS); monitored the performance and results of that participation and exercised cognizance over Air Force aspects of the Attache program; and managed the Air Force Area Specialist Program (ASP). AFIS/INH, in coordination with Headquarters USAF and the Air Force Manpower and Personnel Center (AFMPC), authorized, reviewed, evaluated, and nominated highly qualified officers and airmen for assignment to the Defense Intelligence Agency (DIA) for use in the DAS. Attache Affairs monitored personnel who had served in the DAS for potential assignment to other Air Attache/Area Specialist positions and prepared and conducted briefings on enlisted and officer attache duty.⁷³

The directorate monitored prospective Air Attache personnel selected for assignment to the Air Force ASP; selected Attache/ASP designates to attend the Army Institute of Advanced European Studies, the Naval Postgraduate Program (12 months of academic study), followed by concentrated language training at the Defense Language Institute in Monterey, California; monitored training programs and student progression in schools such as the Defense Intelligence School, Defense Language Institute, Naval Postgraduate School; entered

Attache/Area Specialist designates into training programs to assure broad knowledge of Air Force plans, doctrine, equipment, and capabilities through formalized briefing and orientations, including special aircraft (hardware) familiarization and training with appropriate civilian (industry) and military activities; and supported the Air Attaches assigned to the Defense Attache System with numerous Air Force related products and special requests from the stations.⁷⁴

Attache Affairs also managed the Air Force Representational Gift Program. These were tasteful but inexpensive gifts purchased for or given to individuals, organizations, or groups who were in a position to assist in developing social contacts. The directorate managed the Attache Tutorial Program to insure that language fluency skills were maintained during the training program; and administered the Naval Postgraduate School Guest Lecture program that provided speeches by international affairs experts to USAF Area Specialist students. Finally, AFIS/INH administered the USAF Biographical Sketch Program which provided background information on Attache personnel to interested agencies.⁷⁵

In March 1982, the two subdivisions of Attache Affairs, Operations and Training (AFIS/INHO) and Attache Selection (AFIS/INHS), were reorganized to form two new divisions, Officer Selection/Training and Support/Area Specialist (AFIS/INHO) and Enlisted Selection/Administration (AFIS/INHE). Manning statistics remained the same with a total of 13 authorized and 12 assigned. Colonel James E. Steinmiller continued as the overall Director.⁷⁶

The Officer Selection and Training Division was responsible for the recruitment, evaluation, selection and nomination of Air Force officers for assignment to the DAS; coordinated assignment actions with Headquarters USAF, DIA and AFMPC; responsible for and participated in the operation of officer selection panels; monitored training programs at the Defense Intelligence College, Defense Language Institute and Foreign Service Institute; selected and controlled Air Attache Designates for attendance at the Area Specialist Program at the Naval Postgraduate School; was the Office of Primary Responsibility (OPR) for monitoring the Air Force Area Specialist Program; developed and maintained the budget for all travel per diem and training of Air Force personnel in the DAS; prepared and conducted briefings on duty within the DAS; established and entered attache designates into special training programs for language, equipment and aircraft familiarization; managed a separate attache language tutor program; was the Point of Contact (POC) for all requests for assistance from attaches on station; coordinated special support activities within Headquarters USAF; managed the Air Force Representational Gift Program; and monitored and financed the Naval Postgraduate School Guest Lecture Program.⁷⁷

The Enlisted Selection and Administration Division was responsible for the recruitment, evaluation, selection and nomination of Noncommissioned Officers (NCOs) for assignment to the DAS;

coordinated assignment actions with DIA and AFMPC; was responsible for and participated in the operation of enlisted selection panels; monitored training programs at the Defense Intelligence College; provided administrative support for the directorate; managed Air Force briefing and debriefings programs for attaches departing for or returning from duty; managed the Mid-Tour Reports from attaches on station; managed the Attache Biographical Program; maintained Air Force publications accounts and stocked forms for the directorate; and established office suspense files and acted as the directorate control point for all communications.⁷⁸

Significant Factors

[REDACTED] The Directorate of Attache Affairs needed one additional officer position to adequately fulfill mission requirements. The additional position would enable the directorate to sustain current important attache programs and expand the capabilities of the Area Specialist Program. The position was projected for FY 83.⁷⁹

[REDACTED] The continuance and expansion of the Area Specialist Program depended on the identification and validation of area specialist requirements worldwide. An Air Staff-coordinated effort began during the year to have potential users better identify their requirements to insure that sufficient training quotas were generated to meet future Air Force needs. The directorate required the additional position mentioned earlier to implement and monitor this effort.⁸⁰

[REDACTED] The directorate needed an ATLAS inquiry capability to provide direct access to the Air Force Manpower and Personnel Center (AFMPC) computer. This would provide up-to-the-minute data retrieval capability on all Air Force personnel worldwide. It would also assist in screening and identifying potential candidates for the attache system and eliminate the duplication of having to update the directorate's own HAZELTINE computer when there were personnel changes on people already in the Attache System. In addition, it would give Attache Affairs, as Office of Primary Responsibility (OPR) for the Area Specialist Program, the capability of tracking area specialists and area specialist positions worldwide. This capability was required for FY 83.⁸¹

[REDACTED] Corporate experience had shown that very few people in the Air Force really knew what the Defense Attache System was all about. Therefore, it was incumbent upon the directorate to "spread the word" about the system. In this regard, Attache Affairs prepared a slide briefing and planned to present it to various Air Force population centers such as the Air Force Academy, Reserve Officer Training Corp (ROTC) detachments, Professional Military Education (PME) schools, Officer Training School (OTS), and the Major Commands. These briefings would have a dual purpose. They were an excellent method of recruiting, and they publicized the attache system. INH also worked closely with Mr. Mark E. Brent (Lieutenant Colonel, USAF, Retired), writer and former air attache in Cambodia, to publish the very informative article "Air Attaches Answer the Questions" in the September issue of Air Force Magazine.⁸²

Of prime concern to the directorate was the release of highly qualified personnel for the attache system and the area specialist program. All too frequently, AFMPC would not release the people needed. This forced the directorate to either accept personnel who were less qualified or fight to find and obtain release of qualified people. This created an ongoing adversary relationship with career managers other than Palace Sentinel from whom this release had to be obtained.⁸³

Another issue of major concern was the time involved in obtaining release of personnel from AFMPC. Frequently, the directorate had to wait several weeks for assignment availability which resulted in late nominations to the Defense Intelligence Agency (DIA) and caused hardship on individuals who had to move on very short notice. If the requested individual was not made available, then the directorate had to start over seeking another candidate, which threw the selection process even further behind.⁸⁴

The selection process was delayed even further by the inordinate amount of time that DIA frequently took to approve attache nominations. Consequently, the directorate continued to actively pursue this issue with DIA(AT) in an attempt to reduce the delay.⁸⁵

An issue involving the Area Specialist Program was the identification of area specialist requirements. The users were very often reluctant to validate their manning documents to show a requirement for an area specialist. This reluctance stemmed partially because of "artificial" MAJCOM ceilings on the number of advanced academic degree requirements, and therefore Area Specialist requirements, each command could have. The regulations clearly stated that the identification of an area specialist requirement did not preclude the assignment of someone who was not an area specialist, but who was otherwise qualified. This issue was really one of educating the user and removing artificially imposed limitations so that the number of area specialist positions reflected actual needs.⁸⁶

The directorate also proposed two new initiatives designed to give the intelligence community a more accurate picture of the number of linguists and levels of language proficiency available Air Force wide. The initiatives involved minor adjustments to the personnel system to: (1) make testing in the Defense Language Aptitude Battery (DLAB) mandatory for all officers entering active duty, and (2) make language proficiency testing and retesting mandatory vice optional, for all officers professing language proficiency and or provided language training at government expense. These initiatives should be implemented during FY 83.⁸⁷

Personnel interested in assignments in the attache system were frequently discouraged and or deterred from applying by the significant dollar outlay required to "get ready" for attache duty. As a result, the directorate planned to address the issue of up-front costs with DIA(AT) and seek relief for attache candidates from the burden of borrowing or using personal savings to finance their assignment to the attache system.⁸⁸

Language proficiency was recognized as an important and valuable asset to the fulfillment of the attache mission. Language aptitude, however, was extremely difficult to measure with accuracy and certainty. The minimum DLAB score of 100, imposed by DIA, would not by itself assure that a prospective candidate would attain the desired goals. Colonel Steinmiller stated the directorate would work to support DIA's requirements to the best of its ability but acknowledged that there might be some instances where these requirements (i.e. 100 DLAB score) must be waived to realistically meet existing conditions.⁸⁹

Operations and Training

Table 3-7 provides a summary of officer and enlisted attache selection panels conducted during 1982. One new enlisted position, Flight Mechanic (AFSC-A43172), was created at the U.S. Defense Attache Office in Morrocco.⁹⁰

TABLE 3-7
ATTACHE SELECTION STATISTICS

<u>CATEGORY</u>	<u>OFFICER</u>	<u>ENLISTED</u>
Total Panels Conducted	45	21
Approved by Panels	36	21
Disapproved by Panels	2	0
Total That Withdrawn After Panels	4	0
Nominated to DIA	40	39
Approved by DIA	38 *	37
Approved by DIA but Returned Due To Incumbent Extension	0	1
Total That Withdrawn After Approval by DIA	3	1
Total Disapproved by DIA	0	2
Consecutive Overseas Tours	2	8
Prior Attache Members Selected	1	3

Promotions for attache incumbents, designates, and ex-attaches remained higher than Air Force averages throughout the year. Table 3-8 summarizes attache promotion statistics for 1982.⁹¹

* Two were still pending as of 31 December.

TABLE 3-8
ATTACHE PROMOTION STATISTICS

<u>GRADE</u>	<u>NUMBER ELIGIBLE</u>	<u>NUMBER SELECTED</u>	<u>ATTACHE SELECTION PERCENTAGE</u>	<u>AIR FORCE SELECTION PERCENTAGE</u>
Colonel	6	5	83.3	44.0
Lt Colonel	13	11	84.6	65.0
Major	7	7	100.0	76.0
CMSgt	6	3	50.0	30.9
SMSgt	9	3	33.3	16.9
MSgt	21	9	43.0	32.5
TSgt	9	3	33.3	20.6

[REDACTED] The Naval Postgraduate School Guest Lecture Program included 56 guest speakers at a total cost of \$9,411. The 1982 Tutor Program supported ten languages including Hebrew, Russian, Spanish, Tagalog, Portuguese, Arabic, Greek, German and Turkish. A total of 577 hours were used at a total cost of \$8,291.⁹²

[REDACTED] Attache representatives made four trips during the year. On 12-13 August, Lieutenant Colonel Edward D. Gillaspy, Chief of the Officer Selection, Training and Support Division, made a trip to the Naval Postgraduate School (NPS) and the Defense Language Institute (DLI). On 12 August, he visited with the Superintendent of the NPS, Rear Admiral Ekelund. Much of the discussion with Admiral Ekelund centered around the possibility of establishing an Air Force liaison officer billet for AFIS/INH students attending NPS and DLI.⁹³

[REDACTED] The Admiral stated he might be receptive to an Air Force professorship with additional duty as a liaison officer, rather than a billet expressly for liaison purposes. In further discussions with Admiral Ekelund, he revealed that plans to establish a Latin American curriculum was being considered, but the actual logistics had not been worked out.⁹⁴

[REDACTED] In general, the students were extremely pleased with NPS. They had laudatory remarks for the school, the instructors and the administration. On the other hand, the students (excluding attache designates) were considerably concerned about end assignments after NPS and DLI. Colonel Gillaspy explained that, unfortunately, there was no guarantee of assignment to an area specialist position after graduation. However, the probability of an assignment was increasing due to the recent Air Force wide assessment of area specialist needs.⁹⁵

[REDACTED] In stark contrast from the NPS students, DLI students were generally displeased with DLI. The most common complaints were the heavy course workload, a perceived lack of responsiveness from DLI administration and instructors' unstructured teaching methods.

Although the environment at DLI was not ideal, students did well and did graduate with the required language skills. Thus, Colonel Gillaspy believed the goals and objectives of the school were being adequately met.⁹⁶

From 26 August to 17 September, Colonel Steinmiller and Senior Master Sergeant Kenneth E. Pool, Noncommissioned Officer in Charge (NCOIC) of Attaché Affairs, conducted a staff visit to the Defense Attaché Offices (DAOs) in Moscow, USSR; Warsaw, Poland; Bucharest, Romania; Sofia, Bulgaria; Belgrade, Yugoslavia; Budapest, Hungary; Prague, Czechoslovakia; and the USCINUER. The purpose of the trip was to discuss face-to-face several matters of Air Force interest and to gain firsthand knowledge of working and living conditions at the various DAOs in order to enhance the attaché and NCO selection process. Several problems were identified during the visits including inadequate housing, poor management, and manning difficulties. Solutions for these problems were still being reviewed by the end of the year.⁹⁷

On 21 and 22 September, Brigadier General William B. Webb (former Defense Attaché to Beijing, China) visited the NPS and the DLI at Monterey, California. While there, he addressed the students in the National Security Affairs Curriculum at NPS (including AFIS/INH Area Specialists) on the role of the attaché in general and specifically on his experiences in and impressions of China. A similar, but more formal (unclassified) session was held with Area Specialist students and other interested attendees enrolled in Asian language studies at DLI. According to Lieutenant Colonel (selectee) Dave Walters (the senior Area Specialist student at DLI), General Webb's visit and presentations were extremely well received by all concerned.⁹⁸

From 9-15 September, Captain Cynthia Gibbs, Chief of the Officer Attaché Selection Branch, attended the Defense Attaché (DATT) Conference in Garmisch, Germany and visited the DAOs in Belgium and France. The main purpose of the DATT Conference was for DIA/AT to relay to the DATTs some updated security concerns about third-country involvement in Africa, to reemphasize some DIA administrative procedures and for the DATTs to air any possible concerns they might have had. The conference provided a forum to talk to attaches presently on station and to hear some of their problems. In addition, by talking to the DATTs and African analysts, Captain Gibbs gained valuable insight as to the type of individuals best suited for duties in African countries.⁹⁹

On 9 September, Captain Gibbs visited the Director of Curriculum at the U.S. Army Russian Institute. A significant portion of the discussion centered around misconceptions about the purpose of the school. The Director pointed out that the school was for Russian area studies and not language training. The main reason students maintained or increased their proficiency while at Garmisch was because all the courses were taught in Russian. This was not to say the school did not have language classes. They did, but they were

limited because the school's emphasis was on area studies. The Director suggested that AFIS/INH look into the possibility of sending attaches to the DLI for language training and then to Garmisch for area studies. Currently, attaches attended the NPS for area studies, followed by language training at DLI and then to the Garmisch school for in-country language. Both training schedules took three years to complete.¹⁰⁰

[REDACTED] The Area Specialist Selection Board convened on 9 November to select 13 candidates to enter training in FY 83. The board considered 20 applicants who were eligible and available for assignment. The 13 selected were scheduled to attend training for a Master's Degree and language in a specific geographical area. Assignment after graduation would be determined by AFMPC based on the needs of the Air Force at that time. The geographical areas to be studied included Soviet, Sub-Saharan Africa, Far East, Middle East, Latin America, and Western and Eastern Europe.¹⁰¹

Support on Station

[REDACTED] AFIS/INH provided on station support to all DAOs during 1982. The following examples illustrate some of the types of support provided. On 22 January, the DAO in New Delhi, India, received a request from Headquarters Indian Air Force (IAF) on details concerning management and operation of an air race planned as part of the IAF Jubilee celebration. In particular, the IAF requested information on the handicapping race system normally applied to aircraft of differing performance. AFIS/INH assistance was requested as part of the continuing effort to enhance the DAO's relationship with Headquarters IAF. The information was researched and provided as requested.¹⁰²

[REDACTED] On 27 May, the DAO of Muscat, Oman, received a request for technical assistance. The Sultan of Oman's Air Force (SOAF) had purchased an aircraft arrestor system made by the American Engineering Company, from Ireland. Specifically, the request wanted to find out if the U.S. military or Federal Aviation Agency (FAA) had any restrictions on the system (i.e. if there were certain aircraft which could not land or taxi over the arresting cable). AFIS/INH contacted the company and they stated no restrictions existed. However, they did recommend taxiing at low speed.¹⁰³

[REDACTED] The last example involved a request for three Space Shuttle Columbia photographs from the DAO in Budapest, Hungary. AFIS/INH obtained the photos as requested and forwarded them to NASA for autograph by the Space Shuttle Astronauts (John Young and Robert Crippen). The autographed photos were then forwarded to the Air Attaché in Hungary who presented them to the Hungarian Astronauts on behalf of the United States Embassy.¹⁰⁴

Incidents on Station

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EVASION, ESCAPE AND PRISONER OF WAR

MISSION AND RESOURCES

Organization and Mission

The AFIS Directorate of Evasion, Escape, and Prisoner of War (E&E/PW) (AFIS/INR) was formed on 1 July 1980 from elements of the 7602nd Air Intelligence Group in recognition of the growing responsibilities of E&E/PW mission and the direct support this provided to Air Force combat forces, the Major Commands (MAJCOMs), and the Air Staff. As action officer for intelligence aspects of the Department of Defense (DOD) Evasion and Escape Program, the directorate was involved in nearly all aspects of E&E/PW matters.¹⁰⁷

The authorities for operation of the directorate included the Joint Chiefs of Staff Memorandum (JCSM) 676-71; Department of Defense Directive 1300.7; Air Force Regulation 50-16; USAF Headquarters Operating Instruction 21-5; AFIS Regulation 23-1; and Air Force Intelligence Operating Instruction 80-1.¹⁰⁸

The directorate consisted of two divisions: the Code of Conduct and Survival, Evasion, Resistance and Escape (SERE) Division (AFIS/INRA) and the Defense Support Programs Division (AFIS/INRB). Responsibilities of INRA included continuing production and updating of SERE contingency guides for use by operational units worldwide; the standardization of Code of Conduct training throughout the military services; and providing guidance and instruction in special peacetime hostage survival training for Air Force personnel in high-risk of capture or militarily sensitive positions. The Defense Support Programs Division (INRB) developed operational concepts,

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The missions of AFIS/INR were unique to the command. No other element of the Air Force or other services devoted the degree of attention to E&E/PW training that AFIS did. The 19 officers, enlisted personnel and civilians of AFIS/INR made unique contributions to wartime readiness. As the Assistant Chief of Staff, Intelligence's (ACS/I's) action office for the matters, INR produced Survival, Evasion, Resistance and Escape (SERE) Contingency Guides. The SERE Guides were finished intelligence documents tailored to the specialized needs of potential evaders, prisoners of war, rescue forces, and operational planners at headquarters worldwide. As such, they were in active use by over 235 operational units of all four services.¹¹⁰

The Joint E&E Manual (AFM 200-3) had been heavily reworked and the draft was being prepared for the JCS by the end of the year. The directorate was tasked with drafting the updated manual under the Air Force charter as DOD Executive Agent for joint E&E/PW publications.¹¹¹

The directorate was also the AF/IN-AFIS action office for planning and conducting debriefings of returned U.S. prisoners of war and peacetime detainees. INR was instrumental in debriefing all returning Air Force PW's from Southeast Asia during Operation Homecoming, and the three Air Force hostage returnees from Iran. INR also participated in the intelligence community debrief of recovered Red Brigade hostage General Dozier.¹¹²

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A DOD Directive and Air Force Regulation tasked INR with responsibility to standardize Code of Conduct training among all services. By the end of the year, training standards were being promulgated. In the future, training materials were scheduled to be drafted and coordinated with training and policy elements of all services.¹¹⁴

Budget Status

Table 3-9 reflects the INR budget for FY 82 and 83. Overall, the FY 83 budget reflected an increase of \$38,700. The reasons for this increase of slightly over 57 percent included: additional travel in support of the implementation of Code of Conduct-related policies; the need for maintenance contracts on new equipment acquired by INRB; an increase in supplies necessary to support this

equipment; and an increase in the cost of conducting Exercise Ridge Runner.¹¹⁵

TABLE 3-9
BUDGET STATUS

<u>CATEGORY</u>	<u>FY 82</u>	<u>FY 83</u>
Travel	\$39,000	\$60,000
Rental Equipment	800	0
Purchase Maintenance	2,200	14,100
Misc Contract Services	14,500	15,000
Supply	7,200	13,300
Equipment	<u>3,300</u>	<u>3,300</u>
TOTAL	\$67,700	\$105,700

Limiting Factors

Factors which limited INR's progress toward its objectives in 1982 were funding limitations for R&D projects; limited engineering manyear support from Air Force Systems Command (AFSC); and manpower vacancies within the directorate.¹¹⁶




To overcome these limitations, INRB met with representatives from AFSC in late 1982 to discuss what steps could be taken to increase funding and engineering support provided by AFSC. The results of the talks were encouraging, but by year's end no final decisions had been made on these issues.¹¹⁹

Lack of manpower within the directorate was another limiting factor, particularly within the Code of Conduct/SERE Division (INRA). In January, the SERE Branch Chief, Captain Randolph F. Dudley, departed on regular PCS. Since a replacement for Captain Dudley had not been provided by Air Force Manpower and Personnel Center (AFMPC), Captain Allen Michaels, one of the two SERE Guide production officers, was designated the new Branch Chief. The demands of this position allowed Captain Michaels to devote only half of his time solely to research and editing of SERE Guide material -- thus reducing production efforts by 50 percent. In August, the INRA Division Chief, Major Paul Munninghoff departed, and, once again, no replacement was identified by AFMPC. Mr. Claude Watkins was then designated the division chief pending identification and arrival of a replacement for Major Munninghoff. These two officer billets were still vacant as of 31 December. This situation resulted in the loss to INRA of approximately 1.5 manyears during the year. Additionally, a civilian (GS-12) position which was created in late 1982 remained vacant by year's end. Colonel Ronald Webb, Director of AFIS/INR, hoped that the various personnel offices would be more responsive to the directorate's needs in 1983.¹²⁰

CODE OF CONDUCT AND SERE

Code of Conduct

The Code of Conduct Branch was tasked with the mission of formulating and supervising the implementation of Code of Conduct policies within the Department of Defense. As such, it monitored the Code of Conduct training programs of all four services for uniformity and consistency. Additionally, the Code of Conduct Branch conducted and monitored evasion and escape training for all four services and conducted, when requested, hostage and terrorist kidnapping survival training for the services.¹²¹

As the action office for the Executive Agent (the Secretary of the Air Force) for Code of Conduct-related training programs within the Department of Defense, INRA reviewed (for content) and coordinated on the following directives: AFR 50-16, Code of Conduct Training, and AFR 208-1, USAF Antiterrorist Program. In addition, the branch provided input for the updating of JCSM 676-71, Delineation of Responsibilities for Evasion and Escape (E&E); conducted an evaluation of the USAF Academy's SERE program; and reviewed the Security Classification Guide for Resistance Training. This review led to INRA's action to reclassify this document as a DOD security classification guide. The Code of Conduct Branch sponsored the visit of the Joint Service Interrogation Wing (JSIW) (from the United Kingdom) to the SERE schools at Fairchild AFB, Washington and the Navy's in San Diego, California. The JSIW provided these

organizations with classroom instruction on interrogation techniques. This branch also initiated action to produce a Level "A" training film entitled "U.S. Fighting Man's Code of Conduct," which was to be used by all services in support of DODD 1300.7, and provided code of conduct policy guidance and technical expertise for the production of four training films that were produced by the Defense Audio-Visual Agency for use in resistance training.¹²²

[REDACTED] Mr. Claude Watkins, while Chief of the Code of Conduct Branch, conducted specialized terrorist and kidnapping survival training fifty-six times during the year. His audiences included Marine Corps Embassy Guard trainees, attache trainees, joint service personnel enroute to Military Assistance Advisory Group (MAAG) assignments, State Department security personnel, key National Security Agency (NSA) employees, students attending the Dynamics of International Terrorism Course, and key USAF general officers.¹²³

[REDACTED] In early May, Mr. Watkins supported Exercise Condor Crete conducted in Upper Michigan for the purpose of exercising all facets of Air Rescue and Recovery on a Joint Service Basis. He organized and was the primary speaker during six hours on captivity, evasion history and hostage survival.¹²⁴

[REDACTED] During late January and early February, Lt Col Frank J. Capillupo (then Director of INR) and Mr. Watkins represented AF/IN at the evasion and escape seminar portion of the annual joint service Unconventional Warfare Conference hosted by the Special Operations Task Force Europe, US European Command. It was conducted at Patch Barracks, Stuttgart, Germany. During the seminar Mr. Watkins gave a presentation on the history of evasion and escape and both he and Lt Col Capillupo discussed and made suggestions on AFIS support of an escape and evasion exercise, Fleet Deer, scheduled for 19 April - 23 June.¹²⁵

[REDACTED] During the period 25 April - 6 May, Mr. Watkins supported the pre-exercise training segment of escape and evasion exercise Fleet Deer.



[REDACTED] During the period 2-16 July, Major Munninghoff participated in the ninth lecture tour of the UK major Headquarters and schools. Over the years, the main participation had been prorated out through the four services but the organizing and coordination had always been performed by INR in conjunction with the British Defense Intelligence Liaison Staff, Washington, DC.¹²⁷

[REDACTED] A major event of the year was Exercise Ridge Runner 82. This exercise was the second in a series of annual joint service

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evasion training exercises sponsored and conducted by the Evasion and Escape and Prisoner of War Directorate. The explicit purpose of the exercise was to provide concentrated training for selected members of all four U.S. Armed Services whose duties entailed teaching and or briefing U.S. combat personnel on the subject of evasion or conducting basic, advanced or continuation evasion training. Trainees received classroom and field training, briefings by guest lecturers, and participated in a week of field maneuvers. Ridge Runner 82 was conducted from 19 to 30 September at Camp Dawson, West Virginia. Fifty-one student trainees, including members of the Royal Air Force (United Kingdom) participated. Colonel Webb attributed the success of the exercise to the tireless efforts of the Ridge Runner staff and the support provided by various guard and reserve elements and civilian agencies. The total cost of the exercise was \$32,200.¹²⁸

Survival, Evasion, Resistance and Escape (SERE)

[REDACTED] The mission of the Survival, Evasion, Resistance and Escape (SERE) Branch was to research, produce and disseminate SERE Contingency Guides. These guides, which were country or region specific, were finished intelligence products designed specifically to meet the needs of aircrews and combat forces. They were a compilation of pertinent data from which information would be extracted for use in area orientation briefings, the development of mission briefings, and the planning of evasion plans of action, to name a few. In addition to the production of SERE guides, the branch also served as the temporary archives for the USAF Prisoner of War files.¹²⁹

[REDACTED] During 1982, the SERE Branch researched, published and disseminated the Middle East SERE Contingency Guide. This 630 page guide covered fourteen countries: Bahrain, Egypt, Iraq, Israel, Jordan, Kuwait, Lebanon, North Yemen, Oman, Qatar, Saudi Arabia, South Yemen, Syria and the United Arab Emirates. The guide was disseminated to over 700 users within DOD. The branch also began research and production of the North Africa SERE Contingency Guide. The nine country guide was scheduled to cover Algeria, Chad, Libya, Mali, Mauritania, Morocco, Niger, the Sudan and Tunisia. The production rate was slowed during 1982 due to the inability of AFMPC to fill a personnel slot that remained vacant for nearly the entire year, and the branch's decision to cut reserve support for the program nearly in half.¹³⁰

[REDACTED] During the year, the USAF Southeast Asia Prisoner of War files, consisting of more than 135,000 pages, were sanitized in preparation for their transfer to the Albert F. Simpson Historical Research Center, Maxwell AFB, Alabama. Mr. Karl Owens, hired by the directorate in a temporary overhire position, provided the needed support to Chief Master Sergeant Hilary W. G. Edwards in this endeavor.¹³¹

[REDACTED] Colonel Webb realized the need for advertising SERE guides to the services. During the early stages of development, Captain Dudley and CMSgt Edwards visited a number of Navy Reserve units that

were supporting the project to give them staff assistance. It was determined then that there was a need not only to brief supporting units but to familiarize primary distributees with the "why" and "how" of SERE Guide production and use. This became even more evident as comments and questions arrived from the field units using the guides.¹³²

To help educate consumers, Colonel Jack Morris (then AFIS/CV) and Colonel Alfons Broz (then 7602nd Commander under which the directorate operated) heartily endorsed the "selling" of SERE Guides to field units -- especially MAJCOMs and other services. The directorate began budgeting for SERE Guide assistance visits to MAJCOMs and other service recipients during FY 78. On the average, four trips per fiscal year had been scheduled; however, none were completed.¹³³

The idea of advertising SERE Guides and the need for personal interaction between AFIS and units in the field had also been endorsed by the ACS/I. When the directorate came under the 7602nd, the command section felt that the trips should be performed at the Executive Staff level. The directorate did not then nor during 1982 have staff level personnel promote SERE guides at that level. Colonel Webb believed this was a major obstacle to sending SERE Branch personnel on these trips. In addition, the funds budgeted for this purpose were easily diverted to other unscheduled unbudgeted TDY's in support of other programs.¹³⁴

The need to promote SERE guides remained evident throughout 1982. The directorate needed an interface with other commands and services on SERE guide use and distribution. Colonel Webb believed that questions and problems that occurred could have been avoided if that interface existed.¹³⁵

As a stop-gap measure, the directorate produced a video tape on SERE Guides in June 1980. This was intended to enlighten users until a visit could be made. It was also intended as a tool to be used in staff assistance visits. The end results were less than completely satisfactory; making the video tape available to other services was difficult. Even in the Air Force, it was a chore to determine the actual availability of the video tape to the squadron level units. Colonel Webb believed that a personal visit by the INR staff would answer many questions raised by personnel at command distribution points.¹³⁶

DEFENSE SUPPORT PROGRAMS

The Defense Support Programs Division (INRB)

INRB provided, when requested by Air Force Intelligence (AF/IN), technical recommendations and research and development (R&D) support to HUMINT and HUMINT-related (Foreign

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Material Exploitation) activities, and provided Air Force augmentation to and management of the Combined Services Support Program (CSSP).
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During 1982, the division worked toward its goal of maximum wartime readiness by actively pursuing the following objectives: increased productivity, active program management, and operational autonomy. Although significant gains were achieved in each of these areas by the end of the year, various factors (indicated earlier) limited progress to the extent desired.¹³⁸

Efforts to increase productivity during 1982 concentrated on improving the division's effectiveness and efficiency through technological applications, training in time management, use of Quality Circles, increased personnel motivation and improved interpersonal communications.¹³⁹

During the summer of 1982, the division installed two modified Xerox 860T Information Processing Systems in the CSSP branch and the four analysts undertook and completed an intense user training program. Although the two units represented less than half the desired hardware for one complete system (i.e. Cathode Ray Tube (CRT), keyboard, controller and printer per analyst), substantial increases in individual productivity were recorded following the training period and implementation. Steps were taken to procure two more specially modified Xerox 860T systems in FY 83 to bring the CSSP branch up to near full capability. The increased rate of production realized following the introduction of Phase I automation for the CSSP branch was not a result of technological applications alone -- motivation of personnel played a significant role too. Prior to mid-1982, the methods of providing program reports involved "a constantly high level of concentration, continuous repetition with little variation, and low levels of excitement combined with a depressing frame of reference (i.e. they would only produce around 18 percent of the desired productivity)."¹⁴⁰

The analyst knew that no matter how hard they worked, they would never achieve their desired goals. The introduction of modern automated data processing techniques to CSSP operations showed that these limitations could be overcome and that it would be possible to effectively and efficiently handle the increasing workload given the proper equipment and organization skills. Personnel motivation increased because the analysts became aware that better services could be provided with less difficulty, which in turn boosted the morale of program participants and increased wartime readiness.¹⁴¹

Personnel motivation was also addressed through the management technique of goal setting. In directorate staff meetings, INRB division meetings and quality circles, Major Robert G. Dussault encouraged the setting of personal, branch, and division goals and provided expert information on how to successfully apply the goal setting process. Major Dussault pointed out that setting and working toward a high, but realistically attainable goal stimulated

excitement, motivation and effort as well as great personal satisfaction once the goal had been achieved.¹⁴²

Another aspect of increased productivity which received attention in 1982 was enhanced interpersonal communications. In INRB, this was carried out by the technique of the Quality Control (QC) Circle. Essentially, the Q.C. Circle involved a small group of employees, usually from the same group who voluntarily met on a regular basis to discuss quality problems, investigate causes, recommend solutions and implement these solutions when possible. The thrust of the concept was aimed at giving the worker dignity. In INRB this was done by recognizing that its people were creative; that they had valuable ideas; and that they could recognize their own problems and suggest solutions to them if given the opportunity.¹⁴³

Following the start of the Q.C. Circle program in March, four Q.C. Circles were held involving INRB personnel. Major Dussault personally guided each Q.C. Circle discussion by establishing policies and procedures and assisting in problem solving when required. As a result of this initiative, new standards and policies were adopted by INRB which reflected the desires of the employees. These included: set schedules for daily activities, limitations on interruptions, daily production goals, an agreed sequence of work-flow events and improved time management.¹⁴⁴

Overall, Colonel Webb believed the three initiatives (technological applications, increased motivation of personnel and improved interpersonal communications) produced the desired result of increased productivity. For example, a comparison of the number of product reports sent out by the CSSP branch of INRB in 1981 and 1982 showed that productivity increased by 39 percent in 1982. This gain was realized despite reduced manning in the CSSP branch for approximately 800 manhours and the non-production time set aside for training the analysts on the two Xerox 860s, Q.C.'s, TDY's, etc.¹⁴⁵



[REDACTED] During 1982, INRB worked more closely with the Air Staff than in previous years. In fact, INRB was considered by AF/IN to be the Air Staff action officer for E&E/PW and related activities. By opening the lines of communication, the division achieved a greater understanding and increased awareness by key personnel of INRB's mission and the unique problems it faced in fulfilling its role. [REDACTED]

[REDACTED] Two projects were completed and delivered to INRB during the year. One of these, [REDACTED] came in ahead of schedule and under cost. Colonel Webb attributed success in these two efforts to active program management on the part of INRB personnel. 150

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SOVIET AFFAIRSMission and Organization

The mission of the Directorate of Soviet Affairs (AFIS/INC) as directed by the Chief of Staff, USAF, was to keep "each member of the Air Force informed and aware of Soviet doctrine, strategy, tactics, force structure and combat employment." The Chief of Staff desired a "Soviet Awareness Program" which would present comprehensive, objective information about the Soviet Union and its armed forces relying primarily upon information and estimates from the intelligence community. This was a unique mission for an intelligence organization in the sense that classified information was deliberately made available to as many appropriately cleared people as possible.¹⁵³

The Directorate of Soviet Affairs was formed to conduct the USAF Soviet Awareness Program. Two primary mediums were used: the printed word in the form of edited translations of Soviet military writings and the spoken word in the form of oral presentations and videotape programs. AFIS/INC consisted of two divisions: the Literature Research Division (INCF) handled the written medium and the Soviet Awareness Division (INCR) handled the spoken. The directorate also maintained a Literature Research Facility and a display of Soviet artifacts.¹⁵⁴

Literature Research

The Literature Research Division (INCF), after experiencing a long period of several vacant manpower positions, finally managed to achieve a full staff of editors and translators in April. Consequently, INCF spent much of 1982 trying to bring all publications up to date -- particularly AFRP 200-1, Soviet Press Selected Translations. The division made significant progress in this area. They were also able to make significant progress in improving the content and quality of publications, and arranging for less costly and more reliable publication and printing procedures. The Division's Technical Information Specialist continued his extensive research on Soviet Logistics and anticipated that the study would be concluded in 1983. In addition, he completed studies on Soviet Armed forces political elements, young people's military exercises, and the Soviet Armed Forces legal system.¹⁵⁵

No "Soviet Military Thought" volumes were published in 1982, primarily because of delays caused by contractors doing a poor job on the proofs for Volume 17, The Command and Staff of the Soviet Army Air Force in the Great Patriotic War, 1941-1945. However, the book editors did make progress with Volume 17 as well as Volumes 18 and 19, and publication of all three volumes was anticipated for 1983.¹⁵⁶

Late in 1982 the Air Force acquired an automated printing capability, which Colonel Wish believed would significantly reduce the

time required to prepare publications for printing and ensure a higher quality product. The manuscript for Volume 18, Fundamentals of Tactical Command and Control, was submitted for preparation of proofs in October. It was scheduled to be the first volume printed by automation.¹⁵⁷

Volume Five in the "Studies in Communist Affairs" series, Selected Readings from Military Thought, was published in 1982. This volume was published in two parts, Part I in April and Part II in October. The manuscript for Volume Six, The Soviet Union: What Lies Ahead?, was submitted for preparation of proofs in December 1982 and publication was anticipated for 1983. This volume consisted of notes from the Assistant Chief of Staff, Intelligence, Headquarters USAF, October 1981 Conference on the Soviet Union.¹⁵⁸

The AFRP 200-1, Soviet Press Selected Translations publication had fallen furthest behind schedule due to vacant manpower slots. Yet, by the end of 1982 the publication was almost back on schedule. Seven issues were published with the final two issues expected to be completed in early 1983.¹⁵⁹

The costs of printing this publication were reduced by incorporating design and layout changes. The result was more material printed on less pages in a more visually attractive manner. The content of each issue was also improved by including a more comprehensive selection of current Soviet writings on military and political affairs.¹⁶⁰

The AFRP 200-1 was a monthly publication until November. At that time the Secretary of the Air Force, based upon the recommendations of the Headquarters USAF Periodical Review Board, cut AFRP 200-1 to a bimonthly publication effective with the first issue in 1983. This was part of a larger effort to cut back on the costs of all Air Force publications.¹⁶¹

The number of Soviet Military Concepts (SMC) issues published in 1982 was down from previous years because the SMC editor had to support AFRP 200-1 for several months. Nevertheless, three issues were published in 1982 and work began on multiple issues on Electronic Warfare.¹⁶²



Soviet Awareness

The Soviet Awareness Division (AFIS/INCR) had a very productive year in 1982, despite a large turnover in personnel. In addition to a new division chief and director of curriculum arriving in 1982, there were four other losses and five other gains in INCR. Filling INCR vacancies with qualified personnel remained one of the directorate's most vexing problems and the shortage of qualified personnel remained the most significant obstacle in the way of increased productivity.¹⁶⁴

AFIS/INCR conducted 12 Soviet Military Power Week (SMPW) courses, visited 36 Air Force bases with the Soviet Awareness Roadshow, conducted five Soviet Military Power Days (SMPD) at Bolling AFB and presented 19 special programs. The division maintained its usual support for Air Training Command, including Undergraduate Pilot and Navigator Training, Air War College, Squadron Officer School and Air Command and Staff College. Additionally, INCR supported the Armed Forces Staff College at Norfolk, Virginia, the Industrial College of the Armed Forces at National Defense University and the Uniformed Services University of the Health Sciences. Once again Soviet Awareness was included in the orientation course for all new Air Force brigadier generals, as well as the new Marine Corp brigadier generals.¹⁶⁵

During 1982, there were three special programs of particular significance. On 21 January, Senator John Warner of Virginia and his staff came to the INC auditorium for a four-hour program. A two-day program for Congressional and White House staffers was conducted on the weekend of 17-18 April. Finally, INCR gave the Reserve Forces Policy Board an eight-hour program on 15 June. The response to all three of these programs was quite favorable.¹⁶⁶



In January, INCR made a major change in the content of its presentations on Soviet military forces for SMPWs, SMPDs and all roadshows. The change involved creating two new presentations, "Soviet Readiness for War" and "Intercontinental War," and restructuring an existing presentation, "Theater War." With this change, INCR was better able to present an accurate view of Soviet doctrine and strategy, and explain how the Soviets would use their armed forces to fight any level of conflict, conventional through nuclear. Colonel Wish believed this new method of covering the Soviet armed forces was far more lively, motivational and educational.¹⁶⁸

[REDACTED] The Soviet Awareness Division experienced one significant setback with its Roadshow. Half of a scheduled deployment to bases in the Pacific area in October was cancelled just a few weeks prior to the Soviet Awareness Team's scheduled departure. This cancellation was disappointing because it occurred after several months of planning and coordination. The main problem was a lack of coordination between INCR's point of contact at Pacific Air Forces, Hickam AFB and the commanders at bases in Japan and South Korea. The deployment to four bases in these countries was cancelled but the team did make it to other bases in Okinawa, the Phillipines and Guam.¹⁶⁹

[REDACTED] Colonel Wish was once again able to send people to the Soviet Union for an orientation visit in 1982. This had been an important program for the directorate and had produced some lucrative benefits. The opportunity to see the Soviet Union firsthand had greatly enhanced each individual's understanding of the Soviet Union and had helped maintain the overall credibility of the Soviet Awareness Program. There were many additional benefits such as good quality color photography for use in the presentations, and excellent posters and other artifacts for use in the directorate's programs.¹⁷⁰

[REDACTED] The 1982 orientation visit was successful despite some major disappointments. Four individuals made the trip--three from INCR and one from the Soviet Studies Branch, Strategic Studies Division (AF/INESS). They spent two weeks in the Soviet Union (1-15 July). Unfortunately almost all of that time was spent in Moscow. Soviet officials, for whatever reason, chose to disapprove almost all travel requests outside of Moscow. Finally, on the day before the end of the trip, the Soviets approved a one-day visit to Leningrad. Otherwise, Colonel Wish considered the trip a success.¹⁷¹

Special Problems

[REDACTED] The one factor which most limited the effectiveness of the Soviet Awareness Program was the absence of a sufficient number of qualified, experienced personnel. The lack of qualified editors and translators for INCN seriously disrupted their publications. Due to inadequate manpower positions and the shortage of qualified personnel, INCR was unable to achieve a two-team capability. The directorate worked to acquire qualified personnel by once again selecting an individual to send into the Area Specialist Program. After two years of studying Soviet Affairs and the Russian language the individual would hopefully receive a follow-on assignment to INC. The first INC-selected area specialist was expected to be assigned to INCR in July 1983.¹⁷²

[REDACTED] Additionally, INC requested, as a part of the FY 85-89 Program Objective Memorandum (POM) and Budget process, additional manpower slots, an expanded word processing capability and renovation of the display facility. The highest priority was the additional manpower slots for INCR. The division would never have a two-team capability unless additional manpower slots were authorized. The main

benefit of having two teams was quite simple: the ability to inform more Air Force members about the Soviet Union (which was INC's primary mission). The request for an additional slot for INCF was negated by the decision to reduce AFRP 200-1 to a bimonthly publication.¹⁷³

Colonel Wish also requested additional terminals for the MICOM word processing system in the FY 85 POM input. With additional terminals, the INCF editors would be able to edit and correct manuscripts directly at a terminal rather than relying upon support from administrative personnel. This would reduce the time required for preparing publications and lessen the load on the administrative personnel. Also, a greater share of the directorate's overall administrative tasks could be performed on the word processor. With the extra terminals, the directorate would require one less administrative manpower slot.¹⁷⁴

The directorate began significant actions to improve and renovate the Soviet display facility. Several new artifacts were acquired in 1982 and placed in the facility. However, the most urgent task was the renovation of the entire facility. Located in a large noisy warehouse which was populated by many birds, the display area was unattractive and difficult to keep clean. Consequently, INC requested funds in the FY 85 POM input for renovation and also submitted a request to the Base Civil Engineer to have the area enclosed within higher walls and a ceiling.¹⁷⁵

Finally, INC began a major upgrade of its audiovisual equipment for the auditorium. A new Sony large screen video projection system was installed in March to replace the worn out Advent system. Orders were placed for replacement videocassette players and slide projectors. New equipment, such as a professional sound mixer, microphones, amplifiers and a cassette deck, were also ordered. Some of this equipment was purchased in 1982 and the remainder was expected in 1983. With the installation of the new equipment, the audiovisual functions for the auditorium would be significantly improved.¹⁷⁶

OPERATING LOCATION AF

Mission and Organization

The AFIS Operating Location AF (AFIS OL-AF), in its liaison capacity to the Air Force Test and Evaluation Center (AFTEC), had been in existence for nearly two years (established in April 1981). The OL supported AFTEC by providing intelligence personnel augmentation for dedicated all-source intelligence management and limited analytical support. Additional responsibilities included serving as a liaison between AFTEC and other Air Force intelligence organizations to ensure all-source intelligence support for the AFTEC mission; assisting in the review of threat assessments and scenarios for adequacy, completeness and applicability; assisting in the review of Threat Environment Descriptions (TEDs) for currency and completeness,

identifying needs and recommending intelligence support for the AFTEC operational test and evaluation (OT&E) mission; assisting in the resolution of critical conflicting intelligence data which could impact on the AFTEC mission; and assisting AFTEC in developing and maintaining a collateral intelligence library by identifying appropriate intelligence publications.^{177 *}

Manning authorizations for the OL remained stable throughout the year. Lieutenant Colonel Donald N. Walker continued as Chief and Major Richard A. Puseman as Operations Officer. A third officer position was authorized in May (Captain, Intelligence Applications Officer, Air Force Specialty Code 8076); however, the position remained vacant. Colonel Walker believed the position would be filled in 1983.¹⁷⁸

Significant Projects

Throughout 1982, the OL continued to provide Air Force and Defense Intelligence Agency (DIA) validated intelligence to AFTEC test managers and test teams in support of worldwide OT&E projects. Specific highlights included threat support to such high level projects as the Missile-X (M-X), Ground Launched Cruise Missile (GLCM), ALR-74 Warning Receiver, Precision Location Strike System (PLSS), Joint Tactical Fusion Program (JTFP), Mobile Ground Terminal (MGT), Low Level Laser Guided Bomb (LLLGB), Military Satellite Communications (MILSATCOM), EF-111, and others.¹⁷⁹

Most efforts involved coordinating the information flow between AFTEC staff and the Air Force Intelligence (AF/IN) analysts. Many interfaces were successful, such as acquiring real world information in support of GLCM test launches; obtaining a detailed, tailored threat package for the PLSS; providing expertise and intelligence advice for JTFP test planning; and providing the MGT test

* Although physically located at Kirtland AFB, New Mexico, organizationally, AFIS OL-AF worked directly for the Air Force Electronic Combat Intelligence Group (AF/INW) at the Pentagon. The OL directly supported AFTEC requirements. AFTEC was an independent separate operating agency (located at Kirtland AFB) who managed the Air Force OT&E program according to Air Force policy. It was the principal agency which furnished OT&E information to the Air Force Chief of Staff, the Secretary of the Air Force, and in turn, the Office of the Secretary of Defense and the Congress. The AFTEC planned, directed, controlled, evaluated, and reported on OT&E projects, and recommended OT&E policy to Headquarters United States Air Force (USAF). One major concern was to ensure that test managers used current validated intelligence which would meet the scrutiny of Air Force System Acquisition Review Council and Defense System Acquisition Review Council (AFSARC/DSARC) panels.

team with specific targeting information from the Joint Chief of Staff's Studies Analysis and Garino Agency (SAGA). However, not all efforts met with great success. Specific updates to GLCM threat allocation study were promised for over a year, then the study was not validated, and the AFTEC request was finally withdrawn; the current status of Threat Assessment Reports and Threat Environment Descriptions (TARs and TEDs) were still difficult for test planners to obtain; and no formal management structure existed to help provide dedicated intelligence support for the testing and acquisition communities -- even after numerous meetings and messages on the subject.¹⁸⁰

[REDACTED] At the request of the AFTEC Plans Division (AFTEC/XP), AFIS OL-AF began a project on Precision Location Strike System (PLSS) threat support. The primary goal was to fill perceived gaps in existing PLSS threat data. Initially, message traffic between OL-AF, the Air Force Intelligence General Threat Division (AF/INEG), AFIS OL-N, and the Foreign Technology Division (FTD) provided some of the needed answers. However, the real issues concerning contractual responsibility for threat data, the level of parametric detail needed to support PLSS, data link vulnerability, ground station vulnerability, pulse densities affecting receivers, and future Soviet spread spectrum capability still had not been adequately addressed.¹⁸¹

[REDACTED] To obtain the needed information, OL-AF in conjunction with AFTEC/XP/TE hosted a PLSS intelligence support conference with representatives from AF/INEG, AFIS OL-N, AFSC/INA, and FTD. The main objectives were to allow the PLSS test community to directly interface with the various intelligence organizations and to assign specific offices of primary responsibility (OPRs) to obtain the required information. The meeting took place on 9-10 November with a final product compiled by AF/INEG by the end of the year. The AFTEC test director was extremely pleased with the threat package and passed his thanks to all who provided inputs. Overall, Colonel Walker believed this was an extremely productive effort which greatly enhanced the working relationships among AFTEC, AFIS OL-AF, and the intelligence community in general.¹⁸²

[REDACTED] Support to the Ground Launch Cruise Missile (GLCM) program involved two distinct phases -- first, through direct interface between the AFIS Intelligence Research Division (INRI) and the GLCM test team to confirm the presence of real world friendly collection resources directed against GLCM launches; and secondly, through reconnaissance support and Air Staff augmentation for a deployment exercise in the Northwestern United States. In early June, OL-AF members visited the GLCM test team to gain insight into actual test environment conditions and to determine the best means of providing support for future launches.¹⁸³

[REDACTED] Throughout the year, AFTEC voiced several concerns about the development of the ALR-74 Warning Receiver threat. Early threat working group (TWG) meetings, message traffic, and telephone

conversations did not seem to adequately address several major issues. These included an apparent lack of operational threat data; the credibility of a threat definition which was basically built by the developer; and insufficient TWG representation from the intelligence communities scientific and technical experts.¹⁸⁴

During a follow-on threat working group (TWG) meeting in June, several of the open items were resolved. Specifically, the group recommended: (1) the Electronic Combat (EC) Threat Environment Description (TED) and Electronic Warfare Integrated Reprogramming (EWIR) data base should be used as the baseline sources for the ALR-74 threat data; (2) the Air Force Electronic Intelligence Group (AF/INW) would validate all threat information used for the ALR-74 program; (3) the initial threat data base would support only prototype ALR-74 (not the production ALR-74); and (4) the Electronic Warfare Open Loop Simulator (EWOLS) could be used to satisfy many of the threat density requirements for testing. The remaining focus centered on defining those gaps in tactical type information not found in the ERIR data base or EC TED.¹⁸⁵

The Joint Tactical Fusion Program (JTFP) evolved from the Battlefield Exploitation and Target Acquisition (BETA) project and was jointly sponsored by the Air Force and Army. Testing of fusion capabilities was scheduled to continue through 1983 and possibly 1984 with a major Air Force effort planned for Europe (Limited Operational Capability Europe (LOCE)). In June, the AFTEC test manager for JTFP, augmented by AFIS OL-AF, observed portions of the Phase I Initial Operational Test and Evaluation (IOT&E) at Hurlburt Field, Florida. Large volumes of data were fed into the Joint Fusion Test Bed (JTFTB) from outside connecting elements to stress the system's software correlation algorithms. Final evaluation of the Phase I test could not be made until all the data had been analyzed, but initial results were promising and would be beneficial for the LOCE effort in late Fiscal Year (FY) 83.¹⁸⁵

To help accomplish advanced threat realism planning for Military Satellite Communications (MILSTAR) OT&E, AFTEC/XPQ requested the development of a postulated electronic warfare (EW) environment to realistically reflect the employment and deployment of enemy EW assets. The June 1982 request asked for the application of the EW assets listed in the MILSTAR System Threat Assessment Report (STAR) and SPACE TED into realistic operational scenarios for crisis and conventional/nuclear environments. The tasking was directed to AFIS OL-N, San Antonio, Texas, through the Air Force Electronic Combat Intelligence Group (AF/INW) at the Pentagon. In support, OL-AF developed and provided an initial project outline to AFTEC. By late July, portions of the MILSTAR STAR final draft were provided to AFIS OL-AF and AFTEC to determine if this document would satisfy the majority of tasking. After reviewing this draft and another applicable Defense Intelligence Agency (DIA) document titled Soviet Threat to Military Satellite Communications, it was determined that much of the required information was available in these documents.

However, some areas remained in which AFTEC would need some assistance -- particularly in developing a realistic and feasible application to the testing process.¹⁸⁷

The final significant project involved the establishment of a formal DIA threat library account by May 1982. With the creation of the account, initial ordering of recurring collateral intelligence publications began. Subsequently, AFTEC developed a computerized system for handling their overall in-house administrative workload and took action to set-up and maintain an accurate, more easily accessible intelligence data bank using their computer terminal. Operational Test and Evaluation (OT&E) planners now had a more comprehensive and controllable library to meet their needs.¹⁸⁸

Specific Problem Areas

Three major problem areas occurred during the year. First, the lack of an Air Force regulation defining the management structure and responsibilities for intelligence support to the acquisition process. Although some progress had been made, a regulation still did not exist. The AFTEC had requested support in this area prior to and since the establishment of AFIS OL-AF. A regulation of this type remained vital to ensure that accurate and current intelligence data was made available to support AFTEC efforts and to avoid unnecessary duplication. Often AFTEC tested new or developing systems which would be used five to ten years in the future. If the intelligence supporting these tests was not accurate or keyed to the current and future threat, the new and developing systems would not only be "shot down" by the Air Force System Acquisition Review Council and Defense System Acquisition Review Council (AFSARC/DSARC) Panels, but could also be "shot down" by the enemy as well. Colonel Walker believed that an intelligence support regulation would help solve this problem.¹⁸⁹

A second and somewhat parallel problem was the need to track the status of TARs and TEDs and provide this information to AFTEC. AFTEC used these documents as the official validated intelligence source for many of its test programs. Again, some progress had been made; however, several requests were needed to obtain the information. Colonel Walker believed that this type of information should be updated periodically without continuous prodding from the using community. In the final analysis, AFTEC needed to know what validated intelligence products should be used to support each OT&E program. In some cases a TAR had already been developed; in other cases, TARs or TEDs were being developed; and in still other cases, one or more different intelligence documents (NON-TARS/TEDs) were being used in place of a validated TAR. A managed, controlled program which tracked current TAR/TED status continued to be vital to an organized OT&E effort by the Air Force.¹⁹⁰

The third problem involved the general issue of scoping the appropriate level of intelligence support to AFTEC. During the year,

several discussions and meetings occurred between the Air Staff, AFIS OL-AF, and the AFTEC staff in an attempt to streamline the request and tasking cycle and to clarify many of the previous misunderstandings among the parties concerned. At issue were: (1) the need to establish an AFTEC intelligence directorate; (2) the need to expand AFIS OL-AF manning and or analysis capabilities to provide all AFTEC intelligence support; (3) the need for Air Staff personnel to review AFTEC requirements with actual members of test teams; and (4) the need for written guidance and direction for intelligence support (i.e. an Air Force regulation). Although these problems were thoroughly discussed, many still remained unresolved by the end of the year.¹⁹¹

OPERATING LOCATION OL-N

Mission and Resources

[REDACTED] By direction of the Assistant Chief of Staff, Intelligence (ACS/I), AFIS OL-N (located in San Antonio, Texas) was responsible for ensuring that intelligence collection requirements regarding the Communist World's Electronic Countermeasures (ECM) doctrine, concepts, tactics, and techniques were current, complete and filed with the appropriate agency; acquiring, analyzing and assessing current and projected Communist World ECM doctrine and tactics and their capabilities to execute same; evaluating the projected deployment and employment of new or modified Communist World ECM systems to determine their threat to U.S. systems under development or currently in the field; producing finished intelligence scenarios, and estimates concerning current and projected Communist World ECM doctrine, tactics, deployment, development, trends, roles, and ECM techniques in support of operational commands, and USAF Operational Test and Evaluation (OT&E) in preparation for the Defense System Acquisition Review Council (DSARC) or Air Force System Acquisition Review Council (AFSARC); developing the AF/IN position regarding the Communist World's ECM doctrine and tactics; and providing management assistance to producers and users of the USAF Electronic Combat Intelligence Data Base, and to agencies involved in development and operation of reprogrammable EW equipment. AFIS OL-N products, such as threat assessments, scenarios, analyses, and estimates were developed from all-source data regarding Communist ECM tactics, doctrines, concepts of operation, deployment and employment technical characteristics, Electronic Counter Countermeasures (ECCM) capabilities, and related command and control systems.¹⁹²

[REDACTED] Essentially, OL-N provided intelligence personnel augmentation for dedicated all-source intelligence management and analytical support to the Air Force Electronic Warfare Center (AFEWC) Electronic Warfare (EW) mission; established and maintained a capability to develop tailored EW threat assessments to fulfill the requirements of the Air Force; acted as an AFIS review function for selected Scientific and Technical (S&T) EW analytical efforts and products to insure that Air Force Operational EW requirements were

considered; insures that information from operational documentation reports which had direct impact on both USAF and Department of Defense (DOD) intelligence positions were provided to the appropriate agencies within the intelligence community; acted as the AFEWC intelligence interface with Service, DOD and National Intelligence organizations; identified needs and accomplished preliminary documentation to support decompartmentalization/sanitization of intelligence data to be released in support of AFEWC EW activities/responsibilities; in support of the AFEWC "EW Flagging" concept, initiated any follow-up actions required to confirm threat/parametric changes; established and maintained procedures for resolution of critical intelligence issues which impacted on the AFEWC mission; and in conjunction with the AFEWC Threat System Division, maintained a library of EW related threat information, and performed other EW intelligence support activities as required by AFIS.¹⁹³

[REDACTED] The OL remained divided into three subdivisions -- the Threat Analysis Division, the Administrative Division and the Programs Division. Total manpower included 20 authorizations with 19 assigned. Colonel Clinton M. Glenny continued as Chief. * The annual OL operating budget for FY82 was \$185,000. Fund expenditures included \$42,000 for TDY; \$114,000 for civilian pay; \$4,300 for equipment and supplies; and \$16,700 for equipment rental. The ending balance for FY82 was +\$8,000.¹⁹⁴

Operations

[REDACTED]

[REDACTED]

* The Chief, AFIS OL-N also held the position of Headquarters ESC/DCS-IN. The Deputy Chief, also held the position of Headquarters ESC/INKE (Chief, EW Threat Division).

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In mid-1982, OL-N completed a long-term project to compile data on the use of optical, electro-optical and infrared devices in Soviet weapon systems. The results were published as AFIS OL-N Publication 82-2. This study was initiated at the request of the Air Force Test and Evaluation Center (AFTEC). Subsequently, requests for information made by Headquarters Electronic Security Command (ESC), the Air Force Electronic Warfare Center (AFEWC) and operational units indicated a more prevalent need for a single source of EO/IR system intelligence. Included in the study were optical fire control systems for AAA, SAMs and aircraft, IR-guided air-to-air and surface-to-air missiles, infrared search and track systems on fighter aircraft, IR, and TV imaging fire control systems for AAA, SAMs and aircraft, TV and IR aerial reconnaissance systems, ground-based and airborne laser range-finders, laser target designators, laser-guided munitions, and high energy laser weapons. This publication was very well received and, since initial distribution of over 500 copies, the OL had received requests for the book from about two dozen other USAF, U.S. Navy (USN), U.S. Army (USA) and Joint/DOD organizations.²⁰⁷



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In September, AFIS OL-N was asked to develop a brief study on the People's Republic of China (PRC) airborne ECM capabilities. On completion of this study, a definite need was found for a single, all-source study of PRC ECM capabilities along the areas covered by the North Korean publication. The OL began the new PRC study by the end

of the year. Colonel Glenny expected the study to be completed by the fall of 1983.²¹⁰

The OL also supported the REC Command Control and Communications (C³) Links project for ESC/IN. The purpose of this project was to develop a diagram of Soviet REW-related communications nets for the ESC Red Team in support of the Nellis Range Group. ESC was attempting to incorporate the REW links into the total REC environment which would be used to support the Red Flag and other exercises and operations on the Nellis Range. The product was coordinated with the Foreign Technology Division (FTD) and the Foreign Science and Technology Center (FSTC).²¹¹

In response to a need stated by a Defense Intelligence Agency (DIA) EW working group in 1981, an OL-N initiated study was done on Soviet Space EW and a postulation of Soviet Space Electromagnetic Combat Doctrine produced. This postulation was disseminated as an analyst exchange in August at the Secret level. Responses to the ANEX were received from AF/INW, SAC/IN, Space Division, the National Security Agency (NSA), AFSC/IN and ESC/IN. As of 31 December, responses were pending from FTD, DIA, Space Command, and AF/INE. In general, responses received were favorable and raised valid questions in regard to specific points in the postulation. The postulation was being revised and was scheduled to be redisseminated at the SCI level.²¹²

AFIS OL-N was tasked by ESC/IN in 1982 to provide a study of the ECM capabilities of the Socialist Republic of Vietnam (SRV). This study would cover air, ground, naval, HF, and COMSAT jamming capabilities and had an estimated completion date of July 1983.²¹³



[REDACTED]

AFIS OL-N provided intelligence support planning to the [REDACTED] exercises held during the Blue Flag at Hurlburt Field, Florida. The last exercise to which OL-N actually deployed people, as controllers, was Blue Flag 82-2, 13-20 April. The Green Flag staff became the Office of Primary Responsibility (OPR) for future [REDACTED] exercies at Blue Flag. AFIS OL-N, however, still acted as a technical advisor and provided [REDACTED] training throughout the year to AFEWC and Headquarters ESC personnel deploying to 1982 Blue Flag exercises.²¹⁷

[REDACTED]

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[REDACTED] AFIS OL-N provided EW systems intelligence support in three areas. These included the ALR-74 Working Group, the Advanced Tactical Aircraft Protection System (ATAPS), and an ALQ-131 System Update Missionization Study (SUMS). The ALR-74 radar warning program was formerly known as the ALR-67/69 Update program. The Air Force awarded a production prototype contract to ITEK, Applied Technology Division, in April 1981. The primary program objective was to acquire and field, during 1984, the capability to provide required warning of the engagement status of hostile radar air defense systems. AFIS OL-N participated in the ALR-74 Prototype Threat List Review and made

recommendations to AF/INW. The ALR-74 prototype threat list was scheduled to be used to evaluate the performance of the ALR-74. AF/INW incorporated AFIS OL-N recommendations in the overall threat list which was validated by AF/IN. ²²²

The ATAPS Joint Threat Assessment was a joint product incorporating updates of threat system parametric data provided by the Army, Navy and Air Force S&TI centers. AFIS OL-N participated in the ATAPS Joint Threat Steering Group which reviewed and coordinated the production of this assessment. The threat assessment was validated by AF/INEG in August. ²²³

The ALQ-131 SUMS program was an evaluation tool to rate projected updates for the ALQ-131 ECM system. AFIS OL-N participated in the ALQ-131 SUMS Working Group. As a result of tasking from the Working Group, OL-N reviewed the data and data sources used by the Georgia Institute of Technology for the ALQ-131 SUMS program. Recommendations for improvement to the program were provided to the Georgia Institute of Technology. ²²⁴

AFIS OL-N also supported the Area Reprogramming Capability (ARC) program. The purpose of the ARC program was to give user commands the capability to respond rapidly to threat environment perturbations by creating changes to a wide range of field reprogrammable ECM and RWR systems. AFIS OL-N was selected to participate in the ARC Working Group, with representatives on the Intelligence Support Working Group and the Computer Resources Working Group. Most of the program effort was directed at reviewing the Georgia Institute of Technology rewrite of the ARC System Specification. The last review was held in December and the specification was scheduled to be finalized and published during early 1983. AFIS OL-N, along with AFIS OL-F (located at Eglin AFB, Florida), was instrumental in incorporating Computer Aided Electronic Warfare Information System (CAEWIS) functions in the Threat Data Processing Software System. Also, AFIS OL-N and OL-F worked together to develop a preliminary intelligence support concept including requirements, data flow, fusion and processing for submission to the ARC Working Group. ²²⁵

Analyst-to-analyst exchanges were held throughout 1982 to provide Headquarters SAC and USAFTAWC reprogramming analysts and engineers the opportunity to discuss problems and concerns with the various S&TI center systems analysts. AFIS OL-N organized a series of eight meetings in 1982. These meetings were held at the Foreign Technology Division, Dayton, Ohio; the Foreign Science and Technology Center, Charlottesville, Virginia; the Missile Intelligence Agency, Huntsville, Alabama; the Naval Intelligence Support Center, Suitland, Maryland; and the Air Force Electronic Warfare Center, San Antonio, Texas. ²²⁶

OPERATING LOCATION FMission and Resources

[REDACTED] AFIS Operating Location F (OL-F), located at Eglin AFB, Florida, provided all-source intelligence Electronic Warfare and Command, Control, Communications, and Countermeasures (EW/C3CM) support to the Tactical Air Warfare Center (TAWC) Commander. The OL served as an analytical adjunct to the Director of Intelligence, TAWC, pending the realization of an internal Tactical Air Command (TAC) TAWC capability. The OL assisted the TAWC staff in the analysis and use of all-source threat data which impacted the TAWC mission. Organizationally, OL-F worked directly for the Air Force Electronic Combat Intelligence Group (AF/INW) located at the Pentagon.²²⁷

[REDACTED] The OL also provided scientific and technical intelligence of foreign weapon systems; command, control, communications and intelligence (C³I); C³ countermeasures (C³CM) and their employment by foreign armed services; coordinated with USAF TAWC/IN to provide the Center with special access program administration; documented Electronic Warfare (EW) integrated reprogramming system support procedures; managed the initiation, processing, and satisfaction of operational and technical Electronic Intelligence (ELINT) requirements; managed all EW-related analyst-to-analyst exchanges between USAF TAWC EW systems analysts and national scientific and technical intelligence center analysts; identified and documented requirements for decompartmentation of intelligence data; received, processed, and analyzed all-source intelligence, including ELINT data, to confirm EW threat and parametric changes; recommended intelligence Automated Data Processing (ADP) and communications support requirements; maintained intelligence quick reaction capability for support of EW contingencies and exercises; and provided direct technical intelligence support to Operational Test and Evaluation and Follow-on Operational Test and Evaluation (OT&E/FOT&E) involving foreign material exploitation.²²⁸

[REDACTED] As of 31 December, OL-F had three officer, three civilian, and three enlisted personnel authorized and assigned. The civilian total included one temporary position. In addition, two USAF TAWC people were assigned to the OL (one civilian and one enlisted). The OL-F FY 82 budget was \$129,000 to support civilian pay, travel, supplies and equipment. By the end of the fiscal year, the OL had \$7,263.58 remaining. The organization received office space and administrative and security support from USAF TAWC. All other supplies and furnishings support was provided by the Eglin AFB Armament Division (host organization).²²⁹

[REDACTED] The AFIS Inspector General (IG) performed a Management Effectiveness Inspection (MEI) of the [REDACTED] from 27-29 July. Overall, four units were rated [REDACTED]. As a result of the MEI, [REDACTED] was able to justify additional clerical support, upgrade the military manning and revise the AFIS Reservist Listing.²³⁰

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Operational and Functional Activities

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[REDACTED] Among several Electronic Combat initiatives within TAC, USAF TAWC was tasked to develop a unique three week program of instruction to prepare selected squadron and wing (tactical) pilots to act as Electronic Combat (Instructor) pilots (ECP). OL-F provided several levels of support and learned several lessons during this process.²⁴¹

[REDACTED] The Commander of TAC tasked the TAWC to develop a "pilot" oriented Electronic Combat (EC) instructor curriculum on 19 February. The original plan envisioned a two-week (ten day) course including six to six and one-half hours of "threat" support. Subsequent reevaluation of both TAC and TAWC/EW called for a 13-16 classroom hour "Threat Block" encompassing Electronic Warfare (EW), Ground Control Intercept (GCI), Airborne Intercept (AI), Surface-to-Air Missile (SAM), Anti-Aircraft Artillery (AAA), Naval and Radio Electronic Combat (REC).²⁴²

[REDACTED] A meeting held on 29 March with TAWC/IN/EW and OL-F identified 13 hours of threat environment requirement for the class. TAWC/IN would handle the AI/AAA blocks while OL-F prepared and presented AM and non-Soviet air defense segments. Classes were to be completed with script and graphics, etc., on or about 19 April. The final Air Ground Operations School (AGOS) Facility Board was scheduled for early June with the first Electronic Combat Instructor School (ECIS) course scheduled to begin in mid July.²⁴³

[REDACTED] The Electronic Combat Threat Environment Description (ECTED), as Threat Reference Volume II, was recommended for usage with the hostile forces portion of the ECTED used as a student handout/class reference. A message request on 6 April to the Foreign Technology Division (FTD/TQI) for 30 copies of the updated, Air Force approved Volume II was coordinated with TAWC/IN/EWA. The suspense for the document was 1 June.²⁴⁴

[REDACTED] The Commander of TAC directed the training block to be a 15 class day (vice ten) course scheduled as Professional Military Education (PME) six times a year. An additional one week "Managers" level course, a German short course (NATO) and an annual pilot refresher seminar was also tasked. The course title was changed to

Tactical Fighter Electronic Combat Instructor Course (TFECIC) on 14 May.²⁴⁵

[REDACTED] As requested by TAWC/IN, OL-F prepared a total of nine classroom hours of instruction (EW/GCI, SAM and non-Soviet) and performed as alternate instructor for the TAWC/IN briefer on AI, AAA, and intelligence sources blocks of instruction. On 3 June, Mr. Arthur R. Gibson (OL-F, Air Intelligence Officer) presented the early warning/GCI block of instruction for TAWC Air Ground Operations School (AGOS) formal review. Faculty review for Soviet SAM and non-Soviet air defense blocks was tentatively scheduled for 10-11 and 17-18 June respectively. Mr. Gibson presented these briefings during the first week (19-23 July) of the TFECIC at AGOS, Hurlburt Field, Florida. The TFECIC was now a formal PME course including pass or fail criteria. The first class began on 19 July. Twenty-three students enrolled (roughly 15 F-15 aircraft pilots and mixed F-111 aircraft EWO pilots). The threat block began on 21 July. The two day block was well received.²⁴⁶

[REDACTED] OL-F initiated action with FTD/TQIV to place each student on distribution for the ECTED. This significantly improved the squadron level EC data base and accelerated field dissemination. Volume II of the ECTED was used as reference text and was given to each student to use at his unit. Technical intelligence support was also provided during the tactical problem (exercise) to assist the students in developing EC plans.²⁴⁷

[REDACTED] The only significant problem encountered pertained to a lack of knowledge on the part of the TAF organizations sending students to the course. In some cases, students were selected who were enroute (PCS) from squadron assignments and would not serve as EC instructors. This situation improved before the next class.²⁴⁸

[REDACTED] A TAWC/IN and OL-F message to FTD/TQII requesting distribution of ECTED to graduates of the TFECIC course was rescinded by AF/INW message. This action, for whatever reason, created problems for the TAWC and TFECIC staff. No other series of documents, written to the level of aircrews, could be identified that emphasized EC related threat data in a concise manner. Accordingly, TAWC/EW and OL-F agreed to use the ECTED as a basic reference document for the TFECIC program. Until changes were instituted to improve the availability of threat documentation at the squadron level, the new EC instructor used what he could "scrounge". This individual was designated by TAC RED as the Operations/Intelligence interface at the squadron. Without source material, his efforts to credibly train his unit were futile. He had to have information. TAC/INS notified TAWC that they concurred with the TAWC request.²⁴⁹

[REDACTED] Major Richard P. Viau (AF/INW) informed Mr. Gibson that the INW message was based upon TAC/IN's informal desires. This could not be supported. A request was made to INW to provide assistance in getting the information to the aircrews by requesting FTD to follow the original TAWC message to send out the documentation as soon as

possible. TAC/INA in discussions with TAWC/IN requested a staff paper on an EC training course, similar to the TFECIC course, geared for unit intelligence officers and NCOs. In addition, TAC/INA asked that the course syllabus include Radar Warning Receiver (RWR) and Electronic Countermeasure (ECM) data, and be no more than two weeks (10 days) in length. TAC, in turn, staffed the paper to determine the feasibility. TAWC/INU prepared the paper with OL-F inputs. Following TAWC approval, the paper was forwarded to TAC for action. The course was approved, developed and conducted by USAF TAWC.²⁵⁰

Class number two of the TFECIC was scheduled for 18 October to 5 November. It consisted of F-4 and F-16 aircraft pilots. Mr. Gibson was scheduled to instruct Soviet SAM, EW/GCI, free world air defense system, and participate as technical advisor during the end of the course practical exercise. The status of ECTED, Volume II, Hostile Forces, used as a student handbook, was still unresolved. TAC/INA agreed to send 20 copies of the (pending) 140 sets on order as soon as they were received. No one could confirm shipment in time for the class.²⁵¹

The second running of the TFECIC course began on 18 October. Twenty-three students attended the course with 22 unsuccessful graduates. The class designated for F-4 and F-16 pilots was complicated by unscheduled A-10, Airborne Warning and Control System (AWACS) and other various staff and reserve personnel. Clarification concerning attendee selection thru TAC/D00 corrected the problem for the third class scheduled for January and February 1983. The next class for A-10 and A-7 aircrews was scheduled for late January 1983.²⁵²

AFIS OL-F continued to have difficulty finding technical data on current free world SAM/AI/AAA, etc. An AFEWS meeting on 7-9 December on Blue/Gray data base improved the OLs efforts. TAC/IN tasked TAWC to produce an Electronic Combat Intelligence Orientation Course tailored to the needs of squadron intelligence personnel. The first class was scheduled for 25-29 April 1983 at TAWC followed by the week long EC training seminar from 2-6 May.²⁵³

The Computer Aided Electronic Warfare Information System (CAEWIS), an AN/GYQ-21(V)(PDP 11/70) based computer system to host and manipulate the Electronic Warfare Integrated Reprogramming Data Base (EWIRDB) became operational in November 1981. During 1982, OL-F was the CAEWIS EWIR Data Base Manager (DBM) and Primary Interface with TAWC EW System Engineers.²⁵⁴

OL-F identified numerous software irregularities and coordinated with the maintenance contractor to correct the problems. By years end, the CAEWIS was a fully operational system with minimum problems. The largest complaint from users of CAEWIS was "user friendliness". It appeared that the system was difficult to learn and use. As a result, OL-F identified a number of enhancements which would simplify use of the systems. Through coordination with Headquarters TAC, AFIS/IND and the Rome Air Development Center (RADC),

a contract was awarded in October to implement the AFIS recommended enhancements to CAEWIS.²⁵⁵

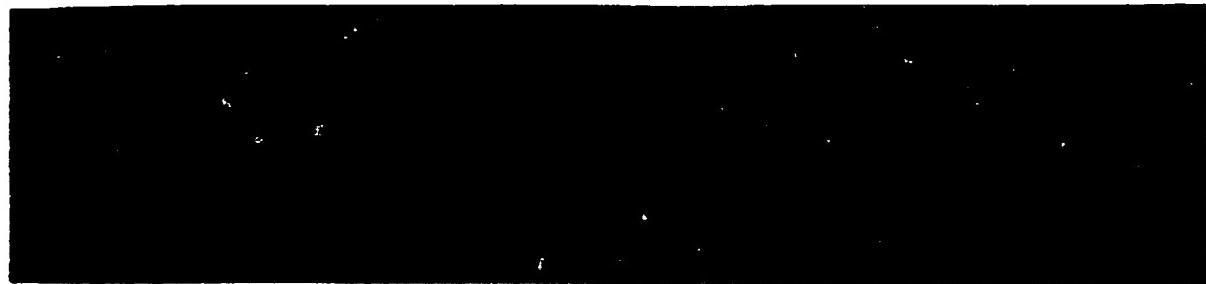
A separate contractual effort, called TAWC EW Support System (TESS) initiated in 1981, was completed in September 1982. This study effort evaluated the CAEWIS system against TAWC EW reprogramming intelligence requirements and provided recommendations for future automated development of CAEWIS. The product of this contract was a functional description and detailed specification for a CAEWIS follow-on system to meet present and future needs. OL-F was the contract monitor and user-contractor interface driving the TESS effort.²⁵⁶



From 29 March through 1 April, OL-F members attended a meeting at AFIS/IND, Bolling AFB, D.C., which examined the TAF procedures and Automated Data Processing (ADP) capabilities for conducting C³CM; documented C³CM data base applications, interfaces and intelligence information flows; and recommended an overall ADP architecture for intelligence support to C³CM.264

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From 1-3 November, OL-F hosted a meeting to address ADP requirements for C3 intelligence graphics support. This meeting was a follow-on to an earlier meeting hosted by AFIS/IND in which a draft SOW for a concept of C3 graphics support was developed. The meeting was attended by representatives from Headquarters ESC (AD/IN), RADC (IRAE) and TAWC (EW/IN). The purpose of the meeting was to outline TAC/TAWC and ESC graphics requirements and to promote detailed understanding of specific ESC/TAWC C3 requirements and recommended a strategy before the SOW was finalized.²⁶⁹

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[REDACTED] During 1982, AFIS OL-F personnel provided support to Green Flag (GF) exercises 82 and 83. OL-F assisted TAWC/IN and TAWC GF planners in the target nomination and selection process for GF82. These efforts were conducted in close coordination with Red Flag intelligence, operations planners, Electronic Warfare elements and other staff agencies. During 22 February - 5 March (GF82), an OL-F representative acted as coordinator and focal point for intelligence inputs and requests for information regarding electronic warfare. In addition, the representative conducted aircrew intelligence training on Soviet communications jamming versus TAC Air and Red C3CM. These briefings were generated by OL-F at the request of TAWC/GF and the 4440th TFTG/IN (Red Flag). OL-F provided support to planning and scenario development initiatives for GF83 throughout the remainder of the year. In addition, OL-F provided comments to TAWC/IN on the Green Flag engineering support and analysis master plan prepared by Georgia Institute of Technology under Contract Number F-08635-82-C-0373. The OL review of this document revealed many weaknesses which needed to be resolved. By the end of the year, all of these issues had not been satisfactorily answered.²⁷¹

[REDACTED]

[REDACTED] Besides [REDACTED] exercise support, OL-F provided Foreign Material Exploitation support to several other projects. These included Have Lighter/Coronet Zippo, Have Coat, Have Shell, and Granite Base.²⁷³

[REDACTED] A Coronet Zippo Ground Phase Test meeting was held on 4-5 January. An instrumentation proposal, provided by OL-F, was discussed and formalized. The final test planning meeting was held at Edwards AFB, California, from 2-4 February. The tentative test date slipped to 7-8 June, due to conflicting requirements at the test facility. The flight test phase was scheduled for October.²⁷⁴

Additional Scientific and Technical (S&T) data was requested from FTD/AL through the U.S. Army Missile Intelligence Agency (USAMIA). The package was received on 14 January. The Ground Mount Phase Test Plan was coordinated on 2 June. The Ground Phase began at Edwards AFB on 14 June. The flight test phase was scheduled for the October-November time frame. The flight test PID was coordinated from TAWC to TAC/AFSC. The instrumentation requirements, data recording and site facilities were reviewed.²⁷⁵

Coronet Zippo testing began on 12 October and continued through 12 November.

Mr. Gibson participated as Technical Intelligence Advisor. His TDY was limited to 25-29 October due to TFECIC/ALQ-131 testing conflicts.

In support of project Have Coat, OL personnel provided review and analysis of data generated from ground and flight testing support. Questions concerning fire control/MSL launch sequence raised by test pilots were discussed in detail.²⁷⁷

An ESD sponsored (Have Shell) program Initial Operational Test and Evaluation (IOT&E) responsibility was tasked to TAWC/THC project officer. OL-F directly supported ECTS on 2 November.

Coordination among the key individuals remained a problem.

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TABLE 3-10

COMPASS CALL ACTIVITIES - 1982

Part I Compass Call Jamming Strategy (Blue Over Red)

- May 82 - Central European Scenario Report produced and distributed.

Part II Compass Call Jamming Strategy (Red Over Blue)

- Mar-Apr 82 - Lot Disposition of Forces and Links on Overlays
- Apr 82 - Criticality Analysis
- May 82 - Vulnerability Analysis
- May 82 - Target Prioritization
- May 82 - Report Preparation

Phase I Compass Call Qualitative Operational Test and Eval (QOT&E)

- Aug-Nov 82 - Nellis and Tonapah

Southwest Asia Jamming Strategy Preparation

- July 82 - Ongoing

Blue Over Red Update to Support Phase II QOT&E

- Oct 82 - Ongoing

C3 GATES (Chromatics 7900) - Statement of Work

- Nov 82 - Project Ongoing

[REDACTED] In accordance with guidance received from Headquarters TAC, the TAWC continued their jamming strategy studies. Prior to deciding which area was to be studied, it was essential that OL-F ascertain the availability of Special Intelligence (SI) information necessary to support these studies.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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AFIS OL-F provided three contributions in support of the development of the Mission Support Facility (MSF) for Compass Call. The OL provided the Compass Call Project Manager with a general description of how the MSF should work; the data base requirements; how the data base should be structured; who should provide the intelligence updates and by what means and format; how to conduct mission planning; and specific pitfalls that should be avoided to have a cohesive and dynamic system. 290

Detachment 4, 2762nd LSS (AFLC), Lockheed Aircraft Company, and Intercon, the contractor for the Mission Support Facility (MSF) wanted to clarify certain aspects relative to mission planning, Blue Flag exercises and data base inputs. These points were clarified and additional information relative to systems threats, NATO data formats and mission planning were provided to Detachment 4, 2762nd LSS. 291

AFIS OL-F representatives also met with representatives of Detachment 4, 2762nd LSS, ESC/INN and Intercon to discuss development of the MSF. The purpose of the meeting was to assure that the Air Force would be able to effectively use the software designed for the MSF through a review and validation of the data base extraction and manipulation processes in conjunction with the prioritized jamming

target study.

[REDACTED]

In addition, OL-F conducted a walk-through of the contractor software to ensure that his understanding of the data base element relationships was correct. OL-F discussed the significance of default parameters for the calculation of J/S ratios and its relationship to the Jamming Strategy in support of the software acceptance testing for the mission planning process.²⁹²

[REDACTED]

AFIS OL-F supported several actions in conjunction with Compass Call QOT&E Phase I. The OL provided extensive support to the Compass Call Project Manager prior to the actual test conducted between August and November at Nellis AFB, Nevada.

[REDACTED]

[REDACTED]

The purpose of the meeting was to review data requirements and to ascertain availability of information. NSA agreed to provide the necessary data and the parametric values using the existing format contained in 2/00/APP-1-80 and 1-81.²⁹³

[REDACTED]

[REDACTED]

[REDACTED]

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AFIS OL-F attended the ALR-74 working group meeting on 9 February. The establishment of a threat working group (TWG) charter/membership was prepared. There was some confusion concerning AF/RD "threat assessment" PMD requirement. A tentative plan used Electronic Warfare Integrated Reprogramming (EWIR) and Threat Environment Description (TED) as a baseline. The TWG would convene and address special needs (additional data) as required.³⁰⁰

The original letter proposing EWIR/TED as a baseline with provisions for adding data through AF/IN channels was required. An AF/INW message deleted provisions for adding data to EWIR/TED and required an all-inclusive representation of emitter (i.e. list).³⁰¹

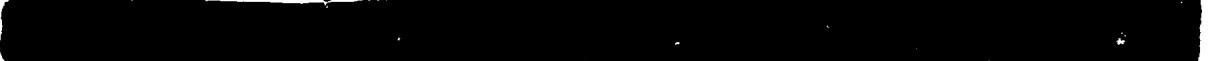
AFIS OL-F, OL-N and OL-AF were omitted from AF/INW addresses. The entire matter created serious controversy among TAWC/EWER, AF/IN, OL-F and OL-AF. Any action or recommendation to change the threat support proposed by TAWC/EWER produced direct conflict. OL-F maintained the need for formal threat (assessment) support to the ALR-74. AFIS OL-N and OL-AF had expressed concerns that the current AF/INW supported plan was insufficient. A TAC/INO message raised additional questions regarding exclusive use of EWIR/ECTED for ALR-74.302

OL-F message to AF/INW was sent detailing the OLs concerns (i.e., AF/INW request to forward a copy of the "Final Version-ALR-74 Prototype Threat List" from TAWC to AFIS OL-N for review). OL-F was unaware of any such list. After some confusion, a copy of the one page "Final Version List" was secured. A copy was sent via DACOM from TAWC on 26 August but it was not received by AF/INW. AFIS OL-F notified OL-N and OL-AF of the existing list. After retyping, the list was forwarded to both AFIS OLs for their review and comments. However, the list still contained questionable data.³⁰³

TAWC/EWA requested technical threat assistance to evaluate the results of a Tyndall AFB, Florida, radio test facility APR-63 radar Electronic Counter-Countermeasures (ECCM) testing and "roof top" simulator testing by Hughes Aircraft Corporation Radar Division. Credible "threat" baseline had not been documented resulting in various "generic threat" interpretations of DOD and Air Force intelligence positions. The results of both testing efforts were presented at a meeting hosted at HAC, El Segundo, California, on 7-10 December.³⁰⁴



The ALQ-131 receiver/processor (R/P) and band 4/5 mod programs entered OT&E in the fall of 1982. The ALQ-131 R/P IOT&E would be conducted at Eglin AFB and at the Fort Worth, Texas, Simulator Facility.



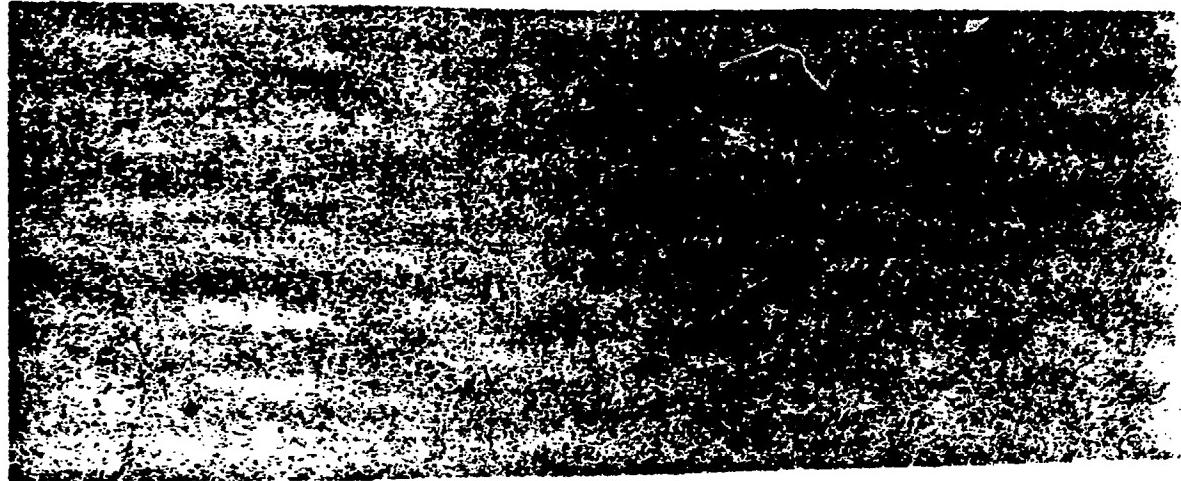
The data was scheduled to become an annex within the test plan. Mr. Arthur R. Gibson (OL-F Air Intelligence Officer) continued as technical advisor during the actual testing at Eglin AFB and Fort

Worth, Texas. The ALQ-131 R/P was tested using various simulators and computer models. A multiple scenario computer simulation was run by Georgia Tech ESS.

[REDACTED] scheduled for January 1983.³⁰⁷ A closer look at the modeling was

AIR FORCE SPECIAL ACTIVITIES CENTER

Mission and Resources



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Special Activities Area (ESAA), Lindsey AS, Germany; and Headquarters Pacific Special Activities Area (PSAA), Hickam AFB, Hawaii. Colonel Nicholas Yankowski continued as the AFSAC Commander.³¹¹

There were no major changes to the organizational alignment of AFSAC activities during the year with the exception of an internal Headquarters AFSAC staff agency activation -- the Career Management and Training Branch (AFSAC/INXC) -- and creation of an operating location (AFSAC OL-P).³¹²

AFSAC's total authorized manpower in January was 265. This number increased to 284 by the end of the year. Six positions were gained through the GDIP for the SEEK program; ten positions that had been held in reserve at the time of amalgamation were returned from Air Force Intelligence (AF/IN); and three FY 84 GDIP approved positions were received early (December 1982) to enhance the AFSAC scientific and technology collection capability.³¹³

In January, AFSAC had 45 unfilled positions which reduced manning to 83 percent of total authorized strength. December statistics reflected 47 unfilled positions which lowered the manning even further to 82 percent of authorized strength. This shortfall was the single limiting factor to optimum management of the AFSAC during 1982.³¹⁴



Plans, Resources and Support

The Plans, Resources and Support Division (AFSAC/INX) had five major subdivisions: the Plans and Policy Branch (INXA); the Fiscal Programs Branch (INXB); the new Career Management and Training Branch (INXC); Administration (AFSAC/DA); and Logistics Management (AFSAC/LGS).³¹⁵

The Plans and Policy Branch (INXA) provided recommendations to the Air Staff on Human Resources Intelligence (HUMINT) doctrine and policy, and reviewed Air Force, Major Command (MAJCOM), and theater plans and regulations for accuracy and completeness where HUMINT was concerned; developed plans, concepts and objectives for the worldwide employment of Air Force HUMINT resources; managed AFSAC participation in exercises; prepared and maintained AFSAC host-tenant support

agreements, interservice agreements, and memoranda of understanding; managed Reserve support to AFSAC and monitored training of HUMINT individual mobilization augmentees (IMAs); provided HUMINT wartime and contingency planning support to Headquarters USAF, MAJCOMs, and Air Force theater commands; and directed the AFSAC HUMINT augmentation team (HAT) program.³¹⁷



[REDACTED] As the AFSAC office of primary responsibility (OPR) for regulations review and development, INXA was responsible for the processing of many Air Force, AFIS, AFSAC, and theater command regulations. Among the most significant were AFISR 23-2, Organization and Functions of AFSAC; AFSAC 23-Series Organization and Mission Regulations for AFSAC Elements; AFR 28-4, USAF Mobility Planning; AFSACR 28-1, AFSAC HUMINT Augmentation Teams; 200-Series MAC Regulations; and AFR 200-XX, Human Resources Intelligence Collection Activities (See Appendix XII for detailed information).³¹⁸



[REDACTED] INXA was also the OPR for monitoring AFSAC exercises participation. This included HUMINT planning, Reserve support, scenario writing, and interrogation training. During 1982, INXA managed AFSAC participation in four exercises -- Team Spirit 82, Flintlock 82, Ulchi Focus Lens 82, and Proud Saber 82.³²¹

[REDACTED] Team Spirit 82 was a joint Republic of Korea (ROK) and U.S. field training exercise that took place in Osan, Taegu, and Taejon, ROK between 17 March and 8 April. AFSAC objectives were to test the mobile interrogation team (MIT) concept and exercise its communications (MITCOM) and to exercise AFSAC augmentation of Detachment 32 during a Korean contingency. The exercise was a success in that it pointed out several communications, equipment, and coordination problems which required additional work to resolve.³²²

[REDACTED] The Flintlock 82 exercise took place in Vaihingen, Federal Republic of Germany, between 26 April and 23 May. AFSAC objectives were to practice setting up an interrogation facility, provide interrogation training for AFSAC personnel, and provide a realistic wartime experience for prisoners being interrogated. The exercise was a valuable learning experience for all AFSAC participants.³²³

[REDACTED] The Ulchi Focus Lens 82 command post exercise was held at Taegu AB, ROK, between 17-28 August. Although HUMINT participation was limited, mainly due to a lack of inputs at the April planning conference, the exercise went well and laid the groundwork for expanded AFSAC participation in future Ulchi Focus Lens exercises.³²⁴



At the request of the 76th Airlift Division (MAC), Andrews AFB, Maryland, INXA passed to AFIS/IG data supporting the transportation of HATs. The data included sources of tasking (OPLANS and CONPLANS); unit type code identifications; numbers of personnel; types of equipment, and the amount of size and weight; and the origin, destination, and arrival times for deploying personnel.³²⁷

In order to ensure mobility processing support for AFSAC HATs, Major Randall met with representatives of the 76th Airlift Division/LGX. They agreed that AFSAC should spell out its mobility processing requirements via the AFIS-Andrews AFB Host-Tenant Support Agreement, and that INXA should be placed on distribution for the Andrews AFB mobility plan.³²⁸

INXA continued to coordinate with AFSAC/LGS on the construction of mobility bags for deploying personnel and, on 30 September, provided an updated list of personnel identified against specific OPLAN unit type codes. This was to ensure the contents of mobility bags would be compatible with geographical and climactic requirements.³²⁹

Finally, by the end of the year, INXA was nearing completion of work on AFSAC's Emergency Action Notification Plan, while Captain Leon Holleb (Plans Officer) was working with AFSAC/INOC to develop administrative support kits for HUMINT augmentation teams.³³⁰

Technical Sergeant Robert P. Newell, Noncommissioned Officer in Charge (NCOIC) of INXA served as the manager of AFSAC's Reserve program, assigning individual mobilization augmentees to various offices within AFSAC for training and evaluation. In August, per tasking by AFIS/MO, INXA reviewed AFSAC's wartime augmentation requirements to change 702XX Reserve requirements (which were to be deleted under new DOD and USAF/MPM guidance) into 20370 and 201XX slots. The overall number of Reserve positions authorized for AFSAC did not change, only the Air Force Specialty Codes (AFSCs).³³¹

INXA coordinated preparations for and served as the focal point for the AFSAC responses to Management Effectiveness Inspections (MEIs) conducted during 1982. Two MEIs of AFSAC elements were completed during the year. AFIS/IG conducted an MEI of Headquarters AFSAC during the period 5-16 April. The Headquarters was rated "excellent" overall. At the end of the year, several items remained open and work continued to close out the report.³³²

During the period 18 October - 5 November, AFIS/IG conducted a MEI of Headquarters ESAA and its subordinate detachments. In preparation for this inspection, INXA arranged for a "mini-inspection" of all ESAA elements by Chief Master Sergeant Louis Vukich, Detachment 11 Superintendent. The thorough preinspection performed by Sergeant Vukich was in large part responsible for the overall "excellent" rating achieved by Headquarters ESAA.³³³

[REDACTED] INXA served as the OPR for the development and presentation of AFSAC mission and overview briefings for visitors as well as for the Quarterly Management Analysis Review (QMAR). Approximately 50 different presentations of the AFSAC mission briefing were made during 1982 at Headquarters AFSAC (Fort Belvoir, Virginia), the Pentagon, the Defense Intelligence School, and the Armed Forces Air Intelligence Training Center at Lowry AFB, Colorado. On 2 November, Colonel Yankowski presented the AFSAC mission briefing to the Secretary of the Air Force, the Honorable Verne Orr.³³⁴

[REDACTED]

[REDACTED] The Fiscal Programs Branch (INXB) provided acquisition, maintenance, and allocation of AFSAC resources by preparing programming documents and reports, maintaining Defense Intelligence Agencies (DIA's) Project Management File, and conducting all budget and fiscal matters.³³⁵

[REDACTED] INXB submitted AFSAC's operating budget for FY 85 on 3 December in accordance with the AFIS/AC budget call. The submission reflected an increase of about 30 percent as a result of 36 new manpower authorizations and aggressive collection plans.³³⁶

[REDACTED] The AFSAC General Defense Intelligence Program (GDIP) input for FY 85-89 was very ambitious, including four new initiatives requiring 42 new manpower authorizations and \$856,000. The submission was based on the Program Managers Guidance Memorandum (PMGM) and the verbal guidance of the ACS/I.³³⁷

[REDACTED] During an organizational audit by the Air Force Audit Agency in April and May, several fiscal management deficiencies were noted that prompted Colonel Yankowski to establish a board of senior management officials in Headquarters AFSAC to formulate fiscal policy, work management problems, and serve as a body to review the corporate AFSAC fiscal and resource submissions. He directed their attention, in particular, to programming, and expenditure of Intelligence Contingency Funds (ICF). The board was further tasked to provide the commander a quarterly review of the entire AFSAC financial status, to include all monies spent by AFSAC. The board was formally established on 21 June.³³⁸

[REDACTED] The Career Management and Training Branch (INXC) was created on 1 October by consolidating the training functions of AFSAC/INOB with the career management functions of AFSAC/INX. The primary mission of the new branch was to identify, select, and train AFSAC

personnel, and to provide for their career progression. INXC worked closely with AFIS/DP, AFMPC, and Consolidated Base Personnel Offices (CBPOs) to insure the selection and assignment of high quality personnel to AFSAC.³⁴⁰

Most of the activity conducted in INXC during 1982 was connected with the start-up and organization of the branch and its activities. INXC managed AFSAC attendance at one Military Operations Training Course session, 18 August - 10 December, in which five AFSAC personnel received training.³⁴¹

The most significant INXC accomplishment was the refinement of the AFSAC personnel selection panel (PSP) interview process. Colonel William F. Bale, AFSAC Vice Commander, became the permanent head of the PSP panel and AFSACR 35-2, Military Personnel Selection Process, was published on 13 March. Also, more background information was requested from each candidate so a more thorough assessment for possible HUMINT duty could be accomplished by the panel and Commander, AFSAC.³⁴²

The Administrative Branch (AFSAC/DA) provided information, security publications and forms management, documentation, and historical support to AFSAC. DA oversaw the changeover of all publications from the 7602nd AINTELG to AFSAC during 1982, while accomplishing three major staff assistance visits and 25 Freedom of Information Act requests. Twenty-five regulations and four supplements were published and ten forms were developed. Sixteen forms and 15 publications were reviewed.³⁴³

Short manning early in the year created large work backlogs in DA. To cope with the extremely heavy workload, the branch personnel worked ten to twelve hours per day and frequently took unclassified work home. Reserve support was used extensively; a civilian (GS-3) overhire was approved; and many Saturdays were worked. The situation was alleviated late in the year with the arrival of new personnel and the gradual easing of the workload.³⁴⁴

The Logistics Management Section (AFSAC/LGS) provided supply and equipment support to AFSAC and AFSAC elements worldwide. Two new ICF vehicles were purchased for Detachment 31, PSAA, in April. In September, 22 line items of equipment were transferred from Detachment 31 and 32, PSAA, to Detachment 22, AFSAC, to fill Detachment 22 requirements. Also, preobligation authority for FY83 funds for purchase of equipment and supplies was authorized.³⁴⁵

Operations

The Operations Division (AFSAC/INO) monitored and provided necessary support for the planning, conduct, and management of USAF HUMINT collection operations in the special activities areas and domestic collection elements. It coordinated HUMINT operations with DIA, CIA, and maintained interface with the national intelligence community for refinement of HUMINT program objectives. It was also

responsible for intelligence oversight and ensuring awareness and compliance with all published directives.³⁴⁶

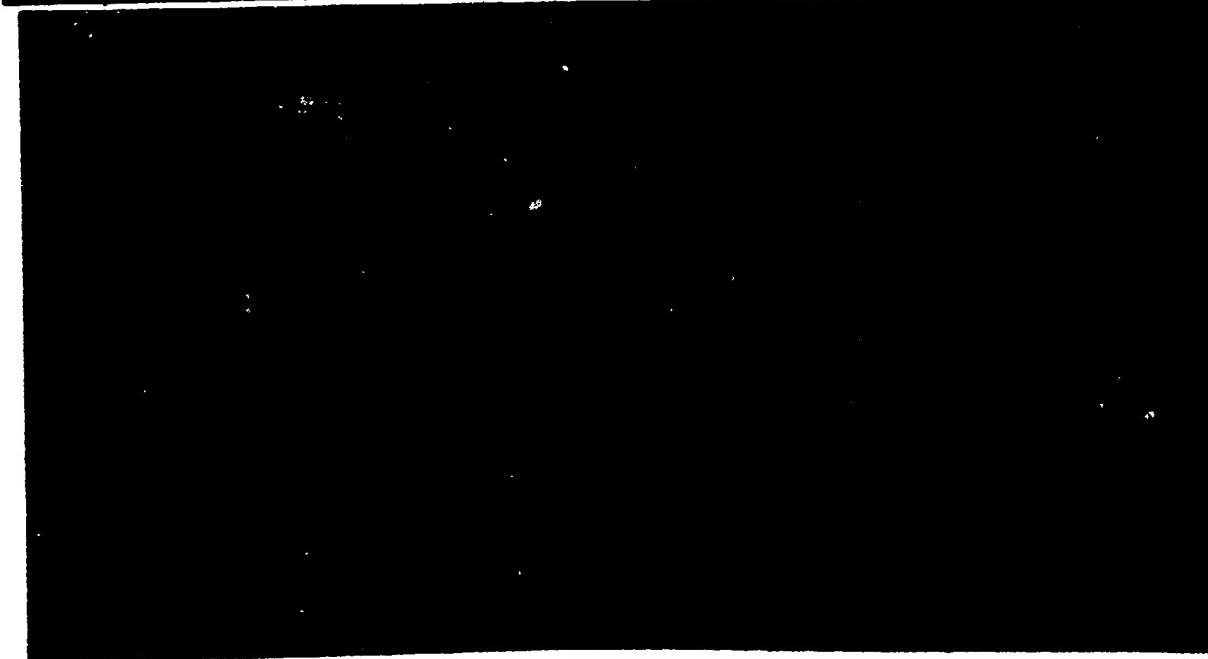


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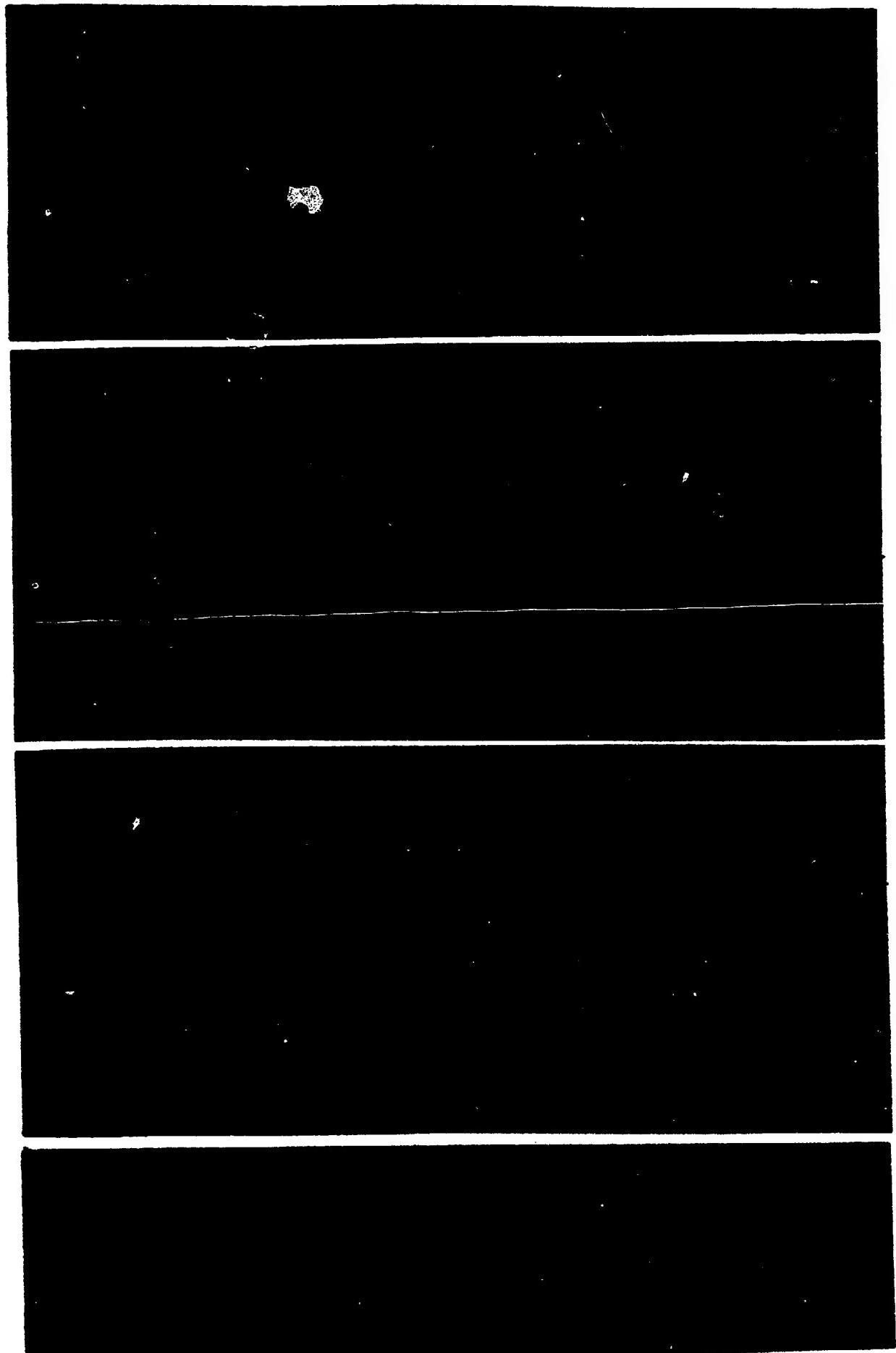
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[REDACTED] The first worldwide AFSAC Commanders' Conference was held at Headquarters AFSAC, Fort Belvoir, Virginia, from 24-28 May. The conference was prompted by the need to assess progress which had resulted from amalgamation of Air Force HUMINT and to discuss a number

of issues affecting AFSAC operations worldwide in addition to various personnel and manning problems. Some significant items discussed were new HUMINT initiatives, greater HUMINT response to theater commanders, improved intelligence reporting, a civilian personnel career program, and professional career development for HUMINT officers. The conference resulted in coordinated efforts to resolve these and other problems.³⁵⁵



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During the first six months of 1982, the amalgamation underwent its shakedown in the Pacific Special Activities Area (PSAA). Although some "fine tuning" was required, by June the amalgamation effort was completely and successfully implemented within PSAA. The success of the effort attested to the quality of the amalgamation planning and dedication and professionalism of the AFSAC team which implemented the program.³⁶³

The amalgamation program was much broader in scope than the term indicated. The program in the Pacific area included three major themes: (1) consolidation of Detachment 31, PSAA and Detachment 4, Foreign Technology Division (FTD) HUMINT collection activities under the operational control of Detachment 31, PSAA with technical assistance provided by SEOs at Detachment 4, FTD. By 30 June, five FTD projects had been transferred to Detachment 31, PSAA; two sources were pending transfer in July and August; (2) decentralization of functions from AFSAC to PSAA and the detachments; and (3) completion of staffing actions at the highest echelon possible to reduce tasking on field elements, thereby enabling the field elements to devote greater resources against their primary collection responsibilities.³⁶⁴

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Limiting Factors

[REDACTED] During 1982, personnel, and the process of acquiring them, made up a large part of the problems experienced by AFSAC. Certain issues and perceptions regarding HUMINT could be listed as contributing factors to AFSAC's low manning. Officer manning of all other intelligence disciplines (AFSCs 8035, 8044, 8086, 8096, 8054, and 8076) enjoyed higher manning percentages than AFSAC (8024). Although AFSAC received support from the ACS/I to improve manning in April, other intelligence disciplines continued to receive fills for a higher percentage of vacant billets than AFSAC. Attempts to acquire officer resources from other MAJCOMs also proved difficult and MAJCOM career advisors at AFMPC were (in some instances) unwilling to release "owned" resources.³⁶⁸

[REDACTED] Selectivity in acquiring personnel, coupled with lead time to process military candidates and to fill civilian vacancies, contributed to lower than desired manning levels. The small work force of 284 authorizations, (compared to other MAJCOMs, SOAs, and career specialities), lacked the clout of larger, more diverse commands. Inability to fill key vacancies in AFSAC (operations officers, branch chiefs, singleton collectors and regional Headquarters staff managers) contributed to AFSAC's relatively low manning posture.³⁶⁹

[REDACTED] Another contributing problem involved a general lack of knowledge of HUMINT and some misconceptions about the HUMINT career field in the USAF. AFSAC sought to alleviate this problem by continuing its awareness program. This included MAJCOM briefings, seminars and visitation lectures to intelligence training schools.³⁷⁰

FOOTNOTES

CHAPTER I

Notes to Pages 1-5

1. AFR 23-45, subj: Organization and Mission-Field, Air Force Intelligence Service (AFIS), 10 Jun 74.
2. Ibid.
3. Ibid; Hist, AFIS, 1 Jul 72- 30 Jun 73, pp. 1-23.
4. AFR 23-45, subj: Organization and Mission-Field, Air Force Intelligence Service (AFIS), 10 Jun 74; AFISR 23-1, subj: Organization and Mission-Field, Organization and Functions of Air Force Intelligence Service (AFIS), 15 Jul 82.
5. See note above.
6. See note above.
7. See note above.
8. See note above.
9. See note above.
10. See note above.
11. See note above.
12. See note above.
13. See note above.
14. Roster of Key Personnel, AFIS, 31 Dec 82; Official Biography, Brig Gen S. Bissell, Nov 81 (SD-2).
15. Official Biography, Brig Gen S. Bissell, Nov 81 (SD-2).
16. Ibid.
17. Ibid.
18. Ltr, AFIS/CC to All AFIS/AFSAC Staff, subj: Changes in AFIS Management Structure, 29 Sep 82 (SD-3); Roster of Key Personnel, AFIS, 31 Oct 82; Staff Meetings, AFIS, Sep-Oct 82, Historian in attendance.
19. See note above.
20. See note above.

Notes to Pages 5-7

21. AFISR 23-1, 15 Jul 82; Hist, AFIS/MO, CY 1982, p. 2.
22. Hist, AFIS/MO, CY 1982, p.2.
23. Ibid.
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259. See note above

Notes to Pages 132-137

260. Hist [REDACTED], AFIS OL-F, CY 1982, pp. 1-18; Memorandum of Agreement Between Hq USAF/IN and Hq TAC/CC on OL-F Operations, undated; Msgs [REDACTED] subj: Monthly Activity Reports, Jan-Dec82 [REDACTED]; Trip Reports [REDACTED], AFIS OL-F, CY 1982 [REDACTED].

261. See note above.

262. See note above.

263. See note above.

264. See note above.

265. See note above.

266. See note above.

267. See note above.

268. See note above.

269. See note above.

270. See note above.

271. See note above.

272. See note above.

273. See note above.

274. See note above.

275. See note above.

276. See note above.

277. See note above.

278. See note above.

279. See note above.

280. See note above.

281. See note above.

282. See note above.

283. See note above.

Notes to Pages 137-142

284. Hist [REDACTED] AFIS OL-F, CY 1982, pp.
1-18; Memorandum of Agreement Between Hq USAF/IN and Hq TAC/CC on
OL-F Operations, undated; Msgs [REDACTED] subj:
Monthly Activity Reports, Jan-Dec82 [REDACTED]; Trip Reports [REDACTED]
[REDACTED], AFIS OL-F, CY 1982 [REDACTED].

285. See note above.

286. See note above.

287. See note above.

288. See note above.

289. See note above.

290. See note above.

291. See note above.

292. See note above.

293. See note above.

294. See note above.

295. See note above.

296. See note above.

297. See note above.

298. See note above.

299. See note above.

300. See note above.

301. See note above.

302. See note above.

303. See note above.

304. See note above.

305. See note above.

306. See note above.

307. See note above.

Notes to Pages 142-146

308. Hist [REDACTED] Hq AFSAC, 8 Apr 81-
31 Dec 82.
309. Ibid.
310. Ibid.
311. Ibid; AFISR 23-1, 15 Jul 82.
312. Hist [REDACTED] Hq AFSAC, 8 Apr 81-
31 Dec 82.
313. Ibid.
314. Ibid.
315. Ibid.
316. Ibid.
317. Ibid.
318. Ibid.
319. Ibid.
320. Ibid.
321. Ibid.
322. Ibid.
323. Ibid.
324. Ibid.
325. Ibid.
326. Ibid.
327. Ibid.
328. Ibid.
329. Ibid.
330. Ibid.
331. Ibid.
332. Ibid.
333. Ibid.

Notes to Pages 147-151

334. Hist [REDACTED], Hq AFSAC, 8 Apr 81-
31 Dec 82.

335. Ibid.

336. Ibid.

337. Ibid.

338. Ibid.

339. Ibid.

340. Ibid.

341. Ibid.

342. Ibid.

343. Ibid.

344. Ibid.

345. Ibid.

346. Ibid.

347. Ibid.

348. Ibid.

349. Ibid.

350. Ibid.

351. Ibid.

352. Ibid.

353. Ibid.

354. Ibid.

355. Ibid.

356. Hist [REDACTED], Hq AFSAC Det 21, 8 Apr
81- 31 Dec 82.

357. Ibid.

358. Hist [REDACTED], Hq AFSAC Det 22, 8 Apr
81- 31 Dec 82.

Notes to Pages 152-154

359. Hist [REDACTED], Hq AFSAC Det 22, 8 Apr
81- 31 Dec 82.
360. Hist [REDACTED] Hq ESAA, 8 Apr 81-
31 Dec 82.
361. Ibid.
362. Ibid.
363. Hist [REDACTED] Hq PSAA, 8 Apr 81-
31 Dec 82.
364. Ibid.
365. Ibid.
366. Ibid.
367. Ibid.
368. Hist [REDACTED] Hq AFSAC, 8 Apr 81-
31 Dec 82.
369. Ibid.
370. Ibid.

APPENDIX I

LINEAGE AND HONORS DATA

Unit Designation: Air Force Intelligence Service (AFIS)

Previous Designation: Same

Higher Headquarters: Headquarters United States Air Force

Commander: Brigadier General Schuyler Bissell, 22 Jul 81 - Present

Vice Commander: Colonel William B. Sherman, 1 Nov 82 - Present

Chief of Staff: Colonel Alfons Broz, 1 Oct 81 - 31 Oct 82
(Position merged with Vice Commander, eff: 1 Nov 82)

Assigned Units: Air Force Special Activities Center (AFSAC)
Operating Location - AF, Kirtland AFB New Mexico
Operating Location - F, Eglin AFB, Florida
Operating Location - N, Kelly AFB, Texas
Operating Location - M, Alexandria, Virginia

Assigned Units Gained or Lost: None

Units Attached: None

Attached Units Gained or Lost: None

Station: Fort Belvoir, Virginia

Aircraft Flown: None

Awards and Decorations: Air Force Organizational Excellence Award
for period: 1 Feb 80 - 31 Jan 82
(Auth: SO, Hq USAF, GB-455, 14 Jul 82)

Emblem: Same

APPENDIX II
ROSTER OF KEY PERSONNEL

<u>POSITION</u>	<u>NAME</u>	<u>DATE ASSUMED</u>
Commander	Brig Gen Schuyler Bissell	22 Jul 82
Vice Commander	Col William B. Sherman Col Jack Morris	1 Nov 82 1 Aug 81
Chief of Staff	Col Alfons Broz	1 Oct 81
Dir of Security and Communications Mgmt	Col George J. Mercuro	15 Jun 81
Dir of Intel Data Mgmt	Col George King	27 Jul 82
Dir of Operational Intel	Col Arnold L. Mabile Col William B. Sherman	1 Oct 82 1 Jun 81
Dir of Targets	Col John S. McKenney	24 Sep 81
Dir of Soviet Affairs	Col George V. Wish	1 Oct 80
Dir of Evasion, Escape and POW	Col Ronald Webb	1 Nov 82
Dir of Intel Reserve Forces	Col John R. Oberst	15 Oct 80
Dir of Personnel	Col Ronald Skorepa Lt Col Michael Turoff	1 Apr 82 15 May 79
Dir of Attache Affairs	Col James E. Steinmiller	1 Apr 81
Dir of AF Special Activities Center (AFSAC)	Col Nicholas Yankowski	1 Oct 81
Administrative Division	CMSgt Robert R. O'Toole	1 Aug 79
Comptroller Division	Maj Lloyd S. Garner	15 Aug 79
Logistics Division	Lt Col Lynn Thompson Lt Col Ronald Rush	1 Oct 82 1 Oct 81
Manpower and Organization	Maj John S. Follrod	16 Aug 81
Plans Division	Lt Col Alden R. Guy	31 Jul 81
Hq Sq Sec Comdr	1LT Terrence E. Giroux	18 Feb 82
Senior Enlisted Advisor	CMSgt William H. Strickland	1 Feb 82

APPENDIX II

ROSTER OF KEY PERSONNEL (Cont'd)

<u>POSITION</u>	<u>NAME</u>	<u>DATE ASSUMED</u>
Inspector General	Lt Col C. Wayne Burridge	31 Aug 80
Public Affairs	TSgt Barry L. Bahler	12 Feb 82
Historian	Mr. Jerome Ennels TSgt Jack L. Krahulec Vacant MSgt Brendan O'Donovan	5 Dec 82 10 Sep 82 26 Mar 82 1 Oct 81
Chief, OL-AF	Lt Col Donald N. Walker	1 Mar 81
Chief, OL-N	Col Clinton M. Glenny	15 Aug 81
Chief, OL-F	Lt Col Thomas J. Smith	15 Aug 81

APPENDIX III

AUTHORIZED AND ASSIGNED STRENGTH 1 *

<u>Unit</u>	<u>Officer</u>		<u>Enlisted</u>		<u>Civilian</u>		<u>Total</u>	
	<u>Auth</u>	<u>Asgnd</u>	<u>Auth</u>	<u>Asgnd</u>	<u>Auth</u>	<u>Asgnd</u>	<u>Auth</u>	<u>Asgnd</u>
AFIS CMD SEC	2	2	5	5	1	1	8	8
AFIS/CCQ	0	0	3	3	0	0	3	3
AFIS/DA	0	0	9	9	4	4	13	13
AFIS/AC	2	2	5	5	1	1	8	8
AFIS/IG	2	2	1	1	0	0	3	3
AFIS/HO	0	0	1	1	2	2	3	3
AFIS/LG	1	1	3	3	0	0	4	4
AFIS/MO	1	1	6	6	0	0	7	7
AFIS/XP	3	2	0	0	5	5	8	7
AFIS/PA	0	0	1	1	0	0	1	1
AFIS/INS	11	11	50	44	29	21	90	76
AFIS/IND	25	19	13	9	8	5	46	33
AFIS/INO	66	43	46	40	41	32	153	115
AFIS/INT	13	13	3	2	6	5	22	20
AFIS/INC	18	17	8	8	4	4	30	29
AFIS/INR	7	5	5	5	9	8	21	18
AFIS/DP	3	3	5	6	5	5	13	14
AFIS/RE	9	8	17	20	4	3	30	31
AFIS/INH	4	3	8	8	1	1	13	12
AFIS/ OL-AF	3	2	0	0	0	0	3	2
AFIS/ OL-F	3	3	3	3	3	3	9	9
AFIS/ OL-N	11	10	5	5	4	4	20	19
TOTAL	184	147	197	184	127	104	508	441
AFSAC	92	76	100	99	90	77	282	252
TOTAL	276	223	297	283	217	181	790	693

* As of 31 December 1982.

1. List, AFIS/MO, subj: Unit Manpower Document, 31 Dec 82; List, All AFIS-AFSAC Agencies, subj:
Unit Average Strength Data, 31 Dec 82.

APPENDIX IV

LIST OF PLANS REVIEWED/REVISED DURING CY 82 1
(Logistics Division)

AFIS CONPLAN - AFIS SUPPORT	Sept 82
AFIS OBJECTIVE PLAN (FY 83-FY97)	Jul 82
USAF SUPPORT FORCE SIZING EXERCISE	Jul 82
PACIFIC SPECIAL ACTIVITIES AREA (PSAA) OPLAN 5027	Sep 82
AFIS OPLAN P-134	Mar 82
AFIS OPLAN P-133	Mar 82
USAF WAR AND MOBILIZATION PLAN, VOL I	Jul 82
CINCAFLANT/CTF 146 OPLAN 2150-A-82	Jul 82
AFIS EXPLAN 0022	Sep 82
AFIS PRODUCTIVITY PLAN	Sep 82
ANNEX A TO JOINT STRATEGIC CAPABILITIES PLAN FOR FY83	Jun 82

APPENDIX V

LIST OF AGREEMENTS REVIEWED/REVISED IN CY82 1

HOST TENANT SUPPORT AGREEMENTS

COMMAND	HOST UNIT	AFIS TENANT UNIT	DATE	REVIEW	REVISED
PACAF	15th ABW	PSAA	June 82		X
PACAF	51st Comm Wg	Det 32	July 82	X	
MAC	76 ALD	Bolling Elements	Sep 82		X
MAC	60th MAW	DTS 24	Dec 82		X
MAC	76 ALD	HQ AFIS	June 82		X
ESC	6960 ES Wg	OL-N	May 82		X
SAC	93 BM Wg	DTS 3	Nov 82	X	
MAC	62 MAW	DTS 5	Dec 82	X	
MAC	436 MAW	DTS 6	Nov 82	X	
SAC	22 ARW	DTS 10	Nov 82	X	
MAC	76 ALD	DTS 11	May 82		X
TAC	1 TFW	DTS 12	Apr 82	X	
SAC	7 BMW	DTS 14	Oct 82	X	
AFSC	3245 ABGP	DTS 15	Sep 82		X
SAC	3902 ABW	DTS 18	Sep 82	X	
TAC	67 TRW	DTS 25	Sep 82	X	
MAC	317 TAW	DTS 27	Sep 82	X	

INTERSERVICE SUPPORT AGREEMENTS

US Army	Ft Lesley J. McNair	HQ AFIS	Nov 82	X
US ARMY	Ft Belvoir, VA	HQ AFIS	Oct 82	Pending

APPENDIX VI

LISTING OF AFIS VEHICLES 1

<u>Vehicle Make</u>	<u>Vehicle Type</u>	<u>Registration Number</u>	<u>Mileage</u>
Ford	Sedan	80B3264	33521
Ford	Unmarked Sedan	80B3276	43754
Ford	Unmarked Sedan	80B3277	41706
Ford	Sedan	78B8728	50792
Ford	Station Wagon	78B5386	47593
Dodge	Carryall	80B298	28822
Chevrolet	Carryall	81B4398	20607
Dodge	Pickup $\frac{1}{2}$ Ton	79B1029	27106

APPENDIX VII

LIST OF SIGNIFICANT PUBLICATIONS AND EVENTS 1(Plans Division)

1. Published AFIS OPLAN F-132, 15 January 1982.
2. Published AFIS Mobilization/Mobility Plan 28-5, 27 January 1982.
3. Annual review of requirement for 100K Recall-data forwarded to AF/XOOTN, 7 July 1982.
4. Published 1982 AFIS Objective Plan, 16 July 1982.
5. Reviewed AFSAC OPLAN 1-82, 4 August 1982.
6. Reviewed Air Reserve Forces 2000 Study, 10 August 1982.
7. Reviewed STANAG 2936, NATO Standardization Agreement on Intelligence Doctrine, 27 August 1982.
8. Reviewed AFISR 205-2, Information Security Program, 24 Sep 82.
9. Revised and republished AFISR 355-1, AFIS Emergency Action Procedures (EAP), 24 September 1982.
10. Published revised AFIS Concept Plan- AFIS Support, 30 September 82.
11. Published AFIS Support Plan- SPACECOM, 1 December 1982 (formerly AFIS Support Plan- ADC).
12. Published Quarterly Plans Status Report.
13. Reviewed and revised AFIS Oplans directly supporting other MAJCOMs:
 - a. AFIS OPLAN F-134 (AAC)- Reviewed by AAC, 28 September 82.
 - b. AFIS OPLAN F-133 (TAC)- Review ongoing as of 31 December 82.
 - c. AFIS OPLAN F-131 (USAFE)- Review ongoing as of 31 December 82.
 - d. AFIS OPLAN F-135 (SAC)- Review ongoing as of 31 December 82.
 - e. AFIS OPLAN F-136 (MAC/ARRS)- Review ongoing as of 31 December 82.
14. Review of major USAF Regulations and Plans:
 - a. USAF Emergency Action Procedures (EAP), 7 May 1982.
 - b. AFR 28-4, USAF Mobility Planning, 15 July 1982.

APPENDIX VII (Cont'd) 1

c. Draft AFR 26-1, Manpower Policies and Procedures, Wartime Manpower Planning and Programming, 16 July 1982.

d. USAF Intelligence Plan, 31 August 1982.

e. Draft Air Force Wide Mission Area Analysis FY85-89 Scenarios, 8 October 1982.

f. USAF War and Mobilization Plan, Vol I, 15 December 1982.

15. Review of other MAJCOMS supported by AFIS:

a. COMRDAFFOR OPLANs 1003-81, 1004-82, 2 June 1982.

b. USCINCAFRED OPLAN 6150-82, 2 June 1982.

c. CINCUSAFE CONPLAN 4200 Force List, 2 June 1982.

d. CINCMAC OPLAN 5027-82, Vol II, 3 June 1982.

e. CINCAFLANT/CTF146 OPLAN 2150A-82, 30 June 1982.

f. CINCPACAF OPLAN 5027 Annex D, 15 July 1982.

g. CINCAFLANT OPLAN 2200, 1 October 1982.

1. Hist [redacted], AFIS/XP, CY 1982, pp. 1-3.

APPENDIX VIII

AFIS/INOH RESEARCH SUPPORT I

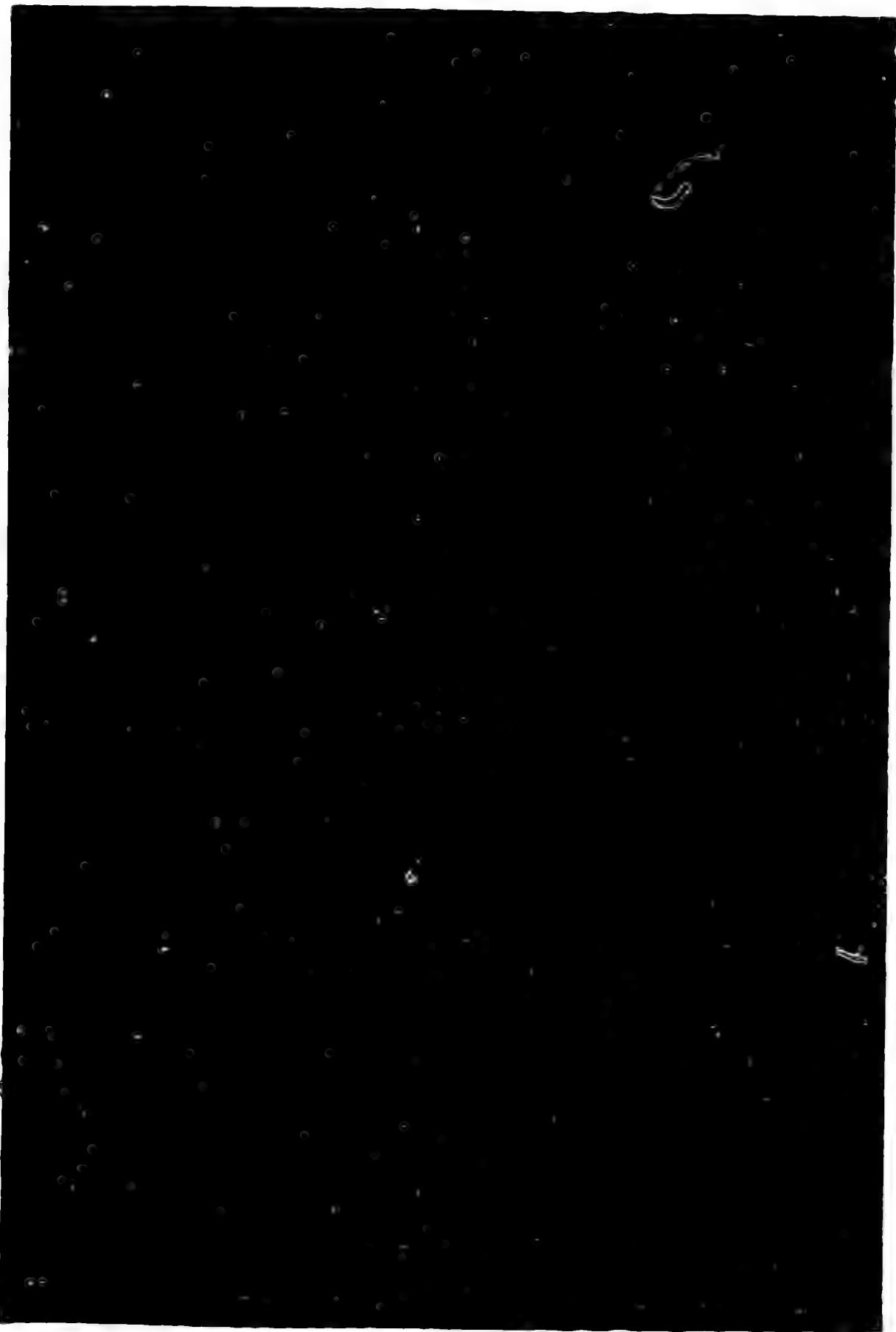
Deleted per 5 U.S.C. 552(b)(1)

-
1. Hist [REDACTED], AFIS/INOH, CY 1982, pp. 10-12.
* Abbreviation "IR" indicates Intelligence Information Report.
-

APPENDIX IX

INTELLIGENCE RESEARCH PRODUCTION

1



Deleted per 5 U.S.C. 552(b)(1)

APPENDIX IX (Cont)

INTELLIGENCE RESEARCH PRODUCTION 1

-
1. Hist [REDACTED] AFIS/INOI, CY 1982, page III-1.



APPENDIX X

AFIS/INOP SPECIAL PROJECTS

Deleted per 5 U.S.C. §552(b) (1)

APPENDIX X (Cont)

AFIS/INOP SPECIAL PROJECTS 1

C5A Litigation - INOP provided a light table, unclassified airbreather film of the 1975 C5A Saigon crash site, and analysis of the site for U.S. Justice Department and Lockheed Corporation lawyers use in a \$400 million damage suit against the U.S. Government and Lockheed Corporation. Analyst: Maj Elmore.

1. Hist [REDACTED], AFIS/INOP, CY 1982, pp. 13-14.

Deleted per 5 U.S.C. §52(b) (1)

APPENDIX XI

RESERVE TRAINING SUPPORT SUMMARY * 1

<u>Unit</u>	<u>Annual</u>		<u>RPA</u>		<u>MPA</u>	
	<u>Tours</u>	<u>Man-Days</u>	<u>Tours</u>	<u>Man-Days</u>	<u>Tours</u>	<u>Man-Days</u>
AAC	11	140	1	58	0	0
ADCOM	9	108	10	121	0	0
AF/IN	49	578	18	157	2	51
AFIS	99	1192	529	1798	19	144
AFSAC	47	564	1	12	1	74
AFLC	22	265	15	247	2	51
AFSC	8	96	33	85	0	0
ATC	10	122	8	42	1	12
DIA	252	3028	240	1413	23	409
DOD	14	163	0	0	0	0
MAC	117	41	105	570	8	222
PACAF	93	1262	29	740	3	133
SAC	95	1117	53	323	5	174
TAC	100	1206	83	643	4	355
USAFE	64	858	7	78	0	0
OTHER	6	69	10	48	1	1
Total	996	12209	1152	6419	70	1640

* Abbreviations used: RPA - Reserve Personnel Appropriation; MPA - Military Personnel Appropriation; AAC - Alaskan Air Command; ADCOM - Air Defense Command; AF/IN - Air Force Intelligence; AFIS - Air Force Intelligence Service; AFSAC - Air Force Special Activities Center; AFLC - Air Force Logistics Command; AFSC - Air Force Systems Command; ATC - Air Training Command; DIA - Defense Intelligence Agency; DOD - Department of Defense; MAC - Military Airlift Command; PACAF - Pacific Air Force; SAC - Strategic Air Command; TAC - Tactical Air Command; USAFE - United States Air Force Europe.

1. Hist [redacted], AFIS/RE, CY 1982, p. 11.

APPENDIX XII

AFSAC REGULATIONS REVIEW AND DEVELOPMENT 1

AFISR 23-2, Organization and Functions of AFSAC. Over the initial reservations of the AFIS Manpower and Organization Division (AFIS/MO), which felt that such a regulation was not necessary, AFSAC/INXA eventually received concurrence in publishing a unit mission directive for AFSAC. AFISR 23-2 was published on 2 August. AFIS/MO delegated INXA the authority to serve as OPR for any changes, additions, or deletions to the regulation.

AFSAC 23-Series Organization and Mission Regulations for AFSAC Elements. Nine different 23-series regulations were developed and published by INXA during 1982, resulting in full coverage of all elements by individual organization and mission regulations. The regulations and dates of publication were:

- [REDACTED] AFSACR 23-2, Hq European Special Activities Area, 15 Oct 82.
- [REDACTED] AFSACR 23-3, Detachment 11, ESAA, 15 Oct 82.
- [REDACTED] AFSACR 23-4, Detachment 12, ESAA, 15 Oct 82.
- [REDACTED] AFSACR 23-5, Detachment 13, ESAA, 15 Oct 82.
- [REDACTED] AFSACR 23-6, Detachment 21, AFSAC, 7 May 82.
- [REDACTED] AFSACR 23-7, Detachment 22, AFSAC, 12 May 82.
- [REDACTED] AFSACR 23-8, Hq Pacific Special Activities Area, 19 Jan 82.
- [REDACTED] AFSACR 23-9, Detachment 31, PSAA, 22 Jan 82.
- [REDACTED] AFSACR 23-10, Detachment 32, PSAA, 21 Jan 82.

AFR 28-4, USAF Mobility Planning. INXA reviewed this regulation and again addressed its lack of guidance on the processing and transportation and provision of mobility gear for AFIS Reserve personnel.

AFSACR 28-1, AFSAC HUMINT Augmentation Teams. During the annual review of this regulation, INXA recommended the addition of a mobility questionnaire to allow improved AFSAC/LGS procurement of sized items for mobility bags.

200-Series MAC Regulations. INXA requested from MAC/IN copies of MAC regulations dealing with intelligence collection activities and aircrew debriefings. The regulations were reviewed with an eye toward eventual AFSAC exploitation of MAC flights to areas of intelligence interest. By year's end, no further coordination had been accomplished.

APPENDIX XII (Cont)

AFSAC REGULATIONS REVIEW AND DEVELOPMENT [REDACTED] 1

[REDACTED] AFR 200-XX, Human Resources Intelligence Collection Activities. On 2 December, Major Michael W. Randall, INXA Branch Chief, met with Mr. John Porasky (AF/INYSH) to review this draft regulation and discuss AFSAC's comments and recommended changes. The regulation was still unpublished by the end of the year.

-
1. Hist [REDACTED], AFSAC, CY 1982, p. 12.
 - [REDACTED]
 - [REDACTED]

LIST OF SUPPORTING DOCUMENTS

VOLUME II

1. All pertinent G series special orders published at Headquarters AFIS during CY 1982.
2. Official Biography, Brig Gen S. Bissell, Nov 81.
3. Ltr, AFIS/CC to all AFIS/AFSAC Staff, subj: Changes in AFIS Management Structure, 29 Sep 82.
4. Memo, AFIS/MO to AFIS/CS, et al., subj: [Allocation of additional GDIP billets], 7 Jan 82.
5. Ltr, AFIS/MO to AFIS/IND, subj: Manpower Authorizations, 2 Mar 82.
6. Ltr, AFIS/MO to AFIS/INH, subj: Reorganization of Manpower Resources, 17 Mar 82.
7. Ltr, AFIS/MO to AFIS/DPC, et al., subj: AFIS/INOI Realignment, 17 Mar 82.
8. Ltr, AFIS/MO to AFIS/DP, subj: Establishment of a New Division in the Directorate of Personnel, 12 Jul 82.
9. Ltr, AFIS/MO to AF/IN-AFIS-AFSAC Activities, subj: New AFIS Directorate, 24 Sep 82.
10. Ltr, Asst Dir U.S. GAO to SAF, subj: [review of staffing and management structures], 6 Jul 82.
11. Memo, AF/MPMO to Maj Gen McCarthney, subj: GAO Review - Staffing and Management in the Offices of the Secretary of Defense and the Military Services (GAO Case #96612), 10 Aug 82.
12. Ltr, AF/MPMO to AFIS/MO, subj: Review of Activities in National Capital Region (NCR), 25 Aug 82.
13. Ltr, AFIS/MO to AFIS/INS, et al., subj: Review of Activities in National Capital Region (NCR), 1 Sep 82.
14. Ltr, AFIS/MO to Hq USAF/MPMO, subj: Review of Activities in National Capital Region (NCR), 15 Sep 82.
15. Background Paper, AFIS/MO, subj: AF/IN-AFIS Relationship, undated.
16. Memo, AFIS/MO to AFIS/CV, subj: NCR Project Update, 10 Nov 82.

17. Ltr, AFIS/MO to AFIT/LS, subj: Executive QC Seminar, 5 Apr 82.
18. Ltr, AFIS/MO to AFIS/CS, et al., subj: Quality Circle Training for AFIS/DA, 30 Jun 82.
19. Ltr, AFIS/MO to AFIS/INR, subj: Manpower Standard Development Feasibility Memorandum, 20 May 82.
20. Ltr, AFMPC/MEMS to AFIS/MO, subj: AF Security Clearance Office (AFSCO) Manpower Standard, FAC 1090 Back-Up Data, 9 Jul 82.
21. Ltr, AFIS/MO to Hq AFLC/MPM, subj: CY 1982 Individual Mobilization Augmentee (IMA) Review/Intelligence, 28 Jun 82.
22. Ltr, AFIS/MO to AFSAC/CC, subj: Review of AFSAC Wartime-Essential Civilian Positions, 25 Aug 82
23. Ltr, AFIS/MO to Hq AFSAC/CC, subj: Manpower Standard Development Feasibility Memorandum, 12 Aug 82.
24. Ltr, AFIS/MO to all AF/IN-AFIS-AFSAC Units, subj: Unit Manpower Document, 4 Aug 82.
25. AFIS, Productivity Plan [REDACTED], 30 Sep 82.
26. Ltr, AFIS/MO to Hq USAF/MPMZ, subj: Productivity Improvements Report, RCS: HAF-MPM(A) 8003, 23 Dec 82.
27. Rpt [REDACTED], AFIS/IG, subj: Management Effectiveness Inspection AFIS OL-F, 6 Aug 82.
28. Memo, AFSAC/INO to AFIS/MO, subj: [comments on ESAA inspection results], 17 Nov 82.
29. Ltr, AFIS/MO to AF/INYSH, et al., subj: Report of Findings, Det 13 Manpower Review, 19 Nov 82.
30. Memo, AFIS/MO to AFIS/XP, subj: Input for Proud Saber 83 Status Report, 27 Oct 82.
31. Ltr, AFIS/MO to AFIS/XP, subj: Proud Saber Lessons Learned, 5 Nov 82.
32. Ltr, AFIS/MO to AF/MPMX, subj: H6000 SAN 706 (T082025) CMDS, 22 Nov 82.
33. Ltr, AF/IN to AF/MPK, subj: USAF Career Intelligence Plan, 28 Dec 82.
34. Extract of Federal Register, subj: Presidential Documents, EO 12338 of 11 Jan 82, Exclusions From the Federal Labor-Management Relations Program, Vol 47, No. 8, 13 Jan 82.

35. Staff Study, AFIS/DPE, subj: Feasibility Study of Establishing a Training and Career Development (TEC) Division (AFIS/DPT), 15 Jul 82, w/18 atch.

36. Briefing, AFIS/DP, subj: Centralized/Decentralized CBPO Support for AFSAC United, undated.

37. Memo, AFIS/CC to ACS/I, [CBPO support], 11 Mar 82.

38. Staff Study, AFIS/DP, subj: Changing CBPOs from 1100ABW to Hq OSI, 11 Mar 82.

39. Staff Study, AFIS/DP, subj: Consolidation of CBPOs in D.C. Area and Centralization vs Decentralization of GSUs CBPO Support, 11 Jun 82.

40. Point Paper, AFIS/DP, subj: ESAA CBPO Support and Field Personnel Records, 8 Jul 82.

41. Staff Study, AFIS/DP, subj: Consolidation of CBPOs in D.C. Area and Decentralization of GSU CBPO Support, 13 Aug 82.

42. Staff Summary Sheet, AFIS/DP, subj: Consolidation of CBPOs in the Washington Metropolitan Area, 20 Sep 82.

43. Ltr, AFIS/CC to Hq AFMPC/MPCY, subj: Request for Change of Consolidated Base Personnel Offices (CBPOs), 29 Sep 82.

44. Staff Summary Sheet, AFIS/DP, subj: Decentralization of Geographically Separated Unit (GSU) CBPO Support, 21 Sep 82, Ltr, AFIS/CC to Hq AFMPC/MPCY, subj: Decentralization of Field Personnel Records, 29 Sep 82.

45. Msg, Hq AFMPC/MPCY to Hq AFIS/DP, 211810Z Oct 82.

46. Msg, Hq AFMPC/MPCY to AFIS/DP, 211750Z Oct 82.

47. Msg, Hq AFIS/DP to Hq AFMPC/MPCY, 271400Z Oct 82.

48. Msg, Hq AFMPC/MPCY to Hq AFIS/DP, 102100Z Nov 82.

49. Ltr, AFIS/DP to AF/IN Staff, et al., subj: Change of CBPO for AFIS Personnel, 10 Dec 82.

50. Ltr, AFSAC/INX to AFIS/DP, subj: CBPO Change for AFSAC Personnel Records, 21 Dec 82.

52. Msg, Hq AFIS/DP to Hq USAFE/DPXDC, et al., 271400Z Dec 82.

53. Ltr, Editor Air Force Comptroller Magazine to AFIS/AC, subj: [AFIS/AC article], 29 Mar 82, Ltr, AFIS/AC to Editor Air Force Comptroller Magazine, subj: Air Force Comptroller Magazine Mini-Series, 7 Apr 82.

54. Rpt [REDACTED], subj: AFIS Operating Budget FY84, RCS: DD COMP (AR) - 1092 [REDACTED], Feb 82.

VOLUME III

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GLOSSARY

AAA	Anti-Aircraft Artillery
AAC	Alaskan Air Command
ABCCC	Airborne Battlefield Command and Control Center
ABS	Airbase Survivability
AC	Comptroller Division
ACDA	Arms Control and Disarmament Agency
ACSC	Air Command and Staff College
ACS/I	Assistant Chief of Staff, Intelligence
AD	Area Director; Armament Division
ADB	Audit Data Base
ADCOM	Air Defense Command
ADP	Automated Data Processing
ADPE	Automatic Data Processing Equipment
ADPS	Automated Data Processing System
ADS	Automated Data System
AEA	Area Enlisted Advisor
AFAA	Air Force Audit Agency
AFAITC	Armed Forces Air Intelligence Training Center
AFAM	Air Force Achievement Medal
AFB	Air Force Base
AFCC	Air Force Communications Command
AFCM	Air Force Commendation Medal
AEFWC	Air Force Electronic Warfare Center
AEFES	Air Force Electronic Warfare Evaluation System
AFIR	Air Force Intelligence Reserve
AFIRAG	Air Force Intelligence Reserve Advisory Group
AFIS	Air Force Intelligence Service
AFISC	Air Force Inspection and Safety Center
AFIT	Air Force Institute of Technology
AFLC	Air Force Logistics Command
AFMEA	Air Force Management Engineering Agency
AFMPC	Air Force Manpower and Personnel Center
AFOSI	Air Force Office of Special Investigation
AFR	Air Force Regulation
AFRES	Air Force Reserve
AFSAC	Air Force Special Activities Center
AFSARC	Air Force System Acquisition Review Council
AFSC	Air Force Specialty Code; Air Force Systems Command
AFSHRC	Albert F. Simpson Historical Research Center
AFSSO	Air Force Special Security Office
AFTEC	Air Force Test and Evaluation Center
AFWMPRT	Air Force Wartime Manpower and Personnel Readiness Team
AGOS	Air Ground Operations School
AI	Airborne Intercept
AIRA	Air Attache
AIRES	Advanced Imagery Requirements and Exploitation System
AJCC	Alternate Joint Communications Center

ALC	Air Logistics Center
ALD	Airlift Division
AMHS	Automated Message Handling System
ANG	Air National Guard
AOT	Area Operations and Training Officer
APDS	Advanced Personnel Data System
APO	Area Personnel Officer
APR	Airman Performance Report
*APR(R)	Airman Performance Report (Reserve)
ARC	Area Reprogramming Capability
ARFCOS	Armed Forces Courier Service
ARIS	Advanced Range Instrumentation Ship
ARPC	Air Reserve Personnel Center
ARRS	Aerospace Rescue and Recovery Squadron
ASD	Aeronautical Systems Division
ASE	Advanced Sensor Exploitation
ASG	Administrative Support Group
ASP	Area Specialist Program
ASTIAC	Advanced Scientific and Technical Intelligence Analyst Course
ASTRA	Air Staff Training Program
ATAPS	Advanced Tactical Aircraft Protection System
AUTODIN	Automatic Digital Network
AWACS	Airborne Warning and Control System
AWC	Air War College
BAQ	Basic Allowance For Quarters
BETA	Battlefield Exploitation and Target Acquisition
BITC	Base Information Transfer Center
BOA	Board of Advisors
BRIG GEN	Brigadier General (O-7)
CAEWIS	Computer Aided Electronic Warfare Information System
CAPT	Captain (O-3)
CATIS	Computer Aided Tactical Information System
CAWC	Combined Air Warfare Course
CBPO	Consolidated Base Personnel Office
CC	Commander
CCA MODEL 204	A Commercial Data Base Management System
C3	Command, Control and Communications
C3CM	Command, Control, Communications and Countermeasures
C3I	Command, Control, Communications and Intelligence
CC&D	Concealment, Camouflage and Deception
CC&D TRG	Concealment, Camouflage and Deception Technical Review Group
CCPC	Critical Collection Problems Committee
CCPO	Consolidated Civilian Personnel Office
CCTC	Command Control Technical Center
CEG	Combat Effectiveness Group
CI	Counterintelligence
CIA	Central Intelligence Agency
CIR	Continuing Collection Requirement
CISPO	Combat Identification System Program Office

CM	Configuration Management - (Identification and Control of Software Changes/Developments)
CMDS	Command Manpower Data System
CMSGT	Chief Master Sergeant (E-9)
CNWDI	Critical Nuclear Weapons Design Information
COIC	Combat Operation Intelligence Center
COINS	Community On-Line Intelligence System
COL	Colonel (O-6)
COMINT	Communications Intelligence
COMPES	Contingency, Operation, Mobility, Planning and Execution System
COMSEC	Communications Security
CONPLANS	Concept Plans
CONUS	Continental United States
CPAS	Civilian Potential Appraisal System
CPDC	Command Publications Distribution Center
CPO	Civilian Personnel Office
CPSS	Contingency Planning Support and Systems
CPX	Command Post Exercise
CRITIC	Critical Intelligence Communications
CRPO	Consolidated Reserve Personnel Office
CRT	Cathode Ray Tube
CSAF	Chief of Staff, Air Force
CSP	Communications Support Processor
CSS	Central Security Service
CSSP	Combined Services Support Program
CTF 168	Commander Task Force 168
CUBIC	Common User Baseline for the Intelligence Community
CV	Vice Commander
CY	Calendar Year
DA	Administrative Division
DACP	Deserving Airman Commissioning Program
DACS/I	Deputy Assistant Chief of Staff, Intelligence
DAFSC	Duty Air Force Specialty Code
DAO	Defense Attache Office
DAR	Data Automation Requirement
DARPA	Defense Advanced Research Project Agency
DAS	Defense Attache System
DATT	Defense Attache
DBM	Data Base Manager
DBMS	Data Base Management System
DBW	Decibel Watt
DCA	Defense Communications Agency
DCI	Director of Central Intelligence
DIA	Defense Intelligence Agency
DIAOLS	Defense Intelligence Agency On-Line System
DIDHS	Deployable Intelligence Data Handling System
DIS	Defense Intelligence School; Defense Intelligence Service; Defense Investigative Service
DLAB	Defense Language Aptitude Battery
DLI	Defense Language Institute
DLIFLC	Defense Language Institute Foreign Language Center

DMA	Defense Mapping Agency
DOD	Department of Defense
DODAAD	Department of Defense Activity Address Directory
DODIIS	Department of Defense Intelligence Information Systems
DP	Director of Personnel
DPC	Civilian Personnel Division
DRU	Direct Reporting Unit
DSARC	Defense System Acquisition Review Council
DSB	Defense Service Board
DSDIC	Department of Defense Strategic Debriefing and Interrogation Course
DTS	Detached Training Site
DYOB	Dynamic Order of Battle
EAP	Emergency Action Procedures
EC	Electronic Combat
ECCM	Electronic Counter-Countermeasures
ECM	Electronic Countermeasures
ECIS	Electronic Combat Instructor School
ECP	Electronic Combat (Instructor) Pilot
ECS	Embedded Computer System
ECTED	Electronic Combat Threat Environment Description
E&E	Evasion and Escape
EEI	Essential Elements of Information
EC	Electronic Combat
ELINT	Electronic Intelligence
ELNOT	Electronic Intelligence Notation
ELTEC	Technical Electronic Intelligence
EO	Executive Order
EPL	ELINT Parameter Limits List
ERADCOM	Electronics Research and Development Command
ERP	Effective Radiated Power
ESAA	European Special Activities Area
ESC	Electronic Security Command
ESM	Electronic Support Measures
EW	Electronic Warfare
EW/CAS	Electronic Warfare in Close Air Support
EWIR	Electronic Warfare Integrated Reprogramming
EWIRC	Electronic Warfare Integrated Reprogramming Concept
EWIRDB	Electronic Warfare Integrated Reprogramming Data Base
EWOLS	Electronic Warfare Open Loop Simulator
EWRC	Electronic Warfare Reprogramming Concept
EXPLANS	Exercise Plans
FAA	Federal Aviation Agency
FANX	Friendship Annex
FASCAP	Fast Capital Payback Program
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FEPE	Front-End Processor
FIAT	Functional Intelligence Augmentation Team
FLT	Flight

FMD	Financial Management Board
FME	Foreign Material Exploitation
FMI	Functional Management Inspection
FOC	Final Operational Capability
FOIA	Freedom of Information Act
FORSIZE	Force Sizing
FOT&E	Follow-On Operational Test and Evaluation
FOUO	For Official Use Only
FP	Financial Plan
FSTC	Foreign Science and Technology Center
FTD	Foreign Technology Division
FW&A	Fraud, Waste and Abuse
FWG	Financial Working Group
FY	Fiscal Year
GAO	Government Accounting Office
GCI	Ground Control Intercept
GDIP	General Defense Intelligence Program
GEM	General Effectiveness Model
GLCM	Ground Launched Cruise Missile
GM	General Managers
GMAS	General Manager Appraisal System
GOCO	Government Controlled-Contractor Operated
GS	General Schedule; General Staff
GF	Green Flag
GSFG	Groups of Soviet Forces, Germany
GSU	Geographically Separated Unit
HAC	House Appropriation Committee
HAT	Human Resource Intelligence (HUMINT) Augmentation Team
HF	High Frequency
HOI	Headquarters Operating Instruction
HQ	Headquarters
HSS	Headquarters Squadron Section
HTSA	Host Tenant Support Agreement
HUMINT	Human Resource Intelligence
Hz	Hertz
IADS	Integrated Air Defense System
IAF	Indian Air Force
IAS	Interactive Applications System
ICBM	Inter-Continental Ballistic Missile
ICDP	Intelligence Career Development Program
I2CM	Improved Intercept and Countermeasures
ICR	Intelligence Collection Requirement
IDHS	Intelligence Data Handling System
IDHS-80	Strategic Air Command (SAC) Intelligence Data Handling System for the 80s
IDHSC-II	Intelligence Data Handling System Communication II
IDT	Inactive Duty Training
IG	Inspector General
IMA	Individual Mobilization Augmentee

INF	Intermediate Range Nuclear Forces
INO	Directorate of Operational Intelligence
INOI	Intelligence Operational Instruction
INS	Directorate of Security and Communications
	Management
INTRO	Individualized Newcomer Treatment and Orientation Program
IOT&E	Initial Operational Test and Evaluation
IPAC	Intelligence Center Pacific
IPO	International Pact Organization
IPR	Intelligence Production Requirement; Intelligence Production Report
IIR	Intelligence Information Report
IRBM	Intermediate Range Ballistic Missile
IRF	Intelligence Reserve Forces
IRIS	Intelligence Reserve Information System
ISSA	Interservice Support Agreement
I&W	Indications and Warning
IWC	Indication Warning Center
JAROC	Joint Allied Refugee Operation Center
JCS	Joint Chiefs of Staff
JCSM	Joint Chiefs of Staff Memorandum
JPAS	Job Performance Appraisal System
JSIW	Joint Service Interrogation Wing
JTFP	Joint Tactical Fusion Program
JTFTB	Joint Tactical Fusion Test Bed
KB	Knowledgeability Brief
LLLGB	Low Level Laser Guided Bomb
LOC	Lines of Communication
LOCE	Limited Operational Capability Europe
LOE	Letter of Evaluation
LTC	Lieutenant Colonel (O-5)
LT COL	Lieutenant Colonel (O-5)
MA	Mobilization Augmentee
MAC	Military Airlift Command
MANFOR	Manpower Force
MAJ	Major (O-4)
MAJCOM	Major Command
MASS	Missile and Space Summary
MAW	Military Airlift Wing
MAXI	Modular Architecture for Exchange of Intelligence
M-Day	Mobilization Day
MC&G	Mapping, Charting and Geodesy
MEFPAK	Manpower and Equipment Force Packaging System
MEI	Management Effectiveness Inspection
MEP	Management Engineering Program
MFP	Major Force Program
MGT	Mobile Ground Terminal
MIA	Missile Intelligence Agency; Missing-In-Action

MILSATCOM	Military Satellite Communications
MILSTAR	Military Strategic, Tactical and Relay Satellite
MIM	Master Interpretation Module
MIS	Management Information System
MO	Manpower and Organization Division
MOU	Memorandum of Understanding
MPA	Military Personnel Appropriation
MPC	Manpower Personnel Center
MSF	Mission Support Facility
MSGT	Master Sergeant (E-7)
MSM	Meritorious Service Medal
M-X	Missile-X
NACAR	National Capitol Area
NARS	National Archives Records Service
NATO	North Atlantic Treaty Organization
NCA	National Capital Area; National Command Authority
NCB	Non-Communist Bloc
NCO	Noncommissioned Officer
NCOA	Noncommissioned Officer Academy
NCOIC	Noncommissioned Officer in Charge
NCOLS	Noncommissioned Officer Leadership School
NCR	National Capital Region
NDA	Nondisclosure Agreement
NFIB	National Foreign Intelligence Board
NIE	National Intelligence Estimate
NOIWON	National Operations and Intelligence Watch Officers Net
NIPS	National Military Command Center Information Processing System
NISC	Naval Intelligence Support Center
NISSTR	National Intelligence Systems to Support Tactical Requirements
NMIC	National Military Intelligence Center
NONEAD	Non-Extended Active Duty
NPIC	National Photographic Interpretation Center
NPS	Naval Postgraduate School
NSA	National Security Agency
NSC	National Security Council
NSRL	National SIGINT Requirements List
OBRC	Operating Budget Review Committee
OCPO	Office of Civilian Personnel Operations
OER	Officer Efficiency Report
OI	Operating Instruction
OIC	Officer in Charge
OIS	Office Information System
OJT	On the Job Training
OL	Operating Location
O&M	Operations and Maintenance
OMB	Office of Management and Budget
OMC	Occupational Measurement Center
OPELINT	Operational Electronic Intelligence

OPLANS	Operational Plans
OPR	Office of Primary Responsibility
OSAF	Office of the Secretary of the Air Force
OSC	Organizational Structure Code
OSD	Office of the Secretary of Defense
OSI	Office of Special Investigations
OT&E	Operational Test and Evaluation
OTS	Officer Training School
OTSI	Over the Shoulder Inspection
PA	Public Affairs Office
PACAF	Pacific Air Force
PAS	Personnel Accounting System
PCS	Permanent Change of Station
PEM	Program Element Monitor
PFIAB	President's Foreign Intelligence Advisory Board
PI	Photo Interpreter (Interpretation)
PK	Probability of Kill
PLSS	Precision Location Strike System
PMD	Programmed Management Directive
PME	Professional Military Education
PMS	Pipeline Management System
POC	Point of Contact
POM	Programmed Objectives Memorandum
POW	Prisoner of War
PRC	People's Republic of China
PRI	Periodic Request Investigation; Pulse Repetition
QC	Quality Circle; Quality Control
QOT&E	Qualitative Operational Test and Evaluation
QSI	Quality Salary Increase
RADC	Rome Air Development Center
RAF	Royal Air Force
R&D	Research and Development
RDAFFOR	Rapid Deployment Air Force Forces
RDJTF	Rapid Deployment Joint Task Force
RDT&E	Research, Development, Testing and Evaluation
REC	Radio Electronic Combat
REDCOM	Readiness Command
REMADIS	Requirements Management and Distribution
RF	Radio Frequency
RIF	Reduction in Force
RMS	Resource Management System
ROPA	Reserve Officer Promotion Act
ROTC	Reserve Officer Training Corp
RP	Requirement Plan
RPA	Reserve Personnel Appropriation
RTG	Reconnaissance Technical Group
RWR	Radar Warning Receiver
SAC	Strategic Air Command
SAGA	Studies Analysis and Gaming Agency
SAM	Surface to Air Missile

SAM
SAOSystems Acquisition Management System
Special Activities Office

SBI	Special Background Investigation
SCI	Sensitive Compartmented Information
SCIF	Sensitive Compartmented Information Facility
SDR	Source Directed Requirement
SEA	Southeast Asia
SEI	Specific Emitter Identification
SERE	Survival, Evasion, Resistance and Escape
SGT	Sergeant (E-4)
SI	Special Intelligence
SIADS	Soviet Integrated Air Defense System
SID	Selective Imagery Dissemination
SIGINT	Signal Intelligence
SII	Statement of Intelligence Interest
SIMVAL	Simulator Validation
SIO	Sensor Intelligence Officer
SIOP	Single Integrated Operation Plan
SMC	Soviet Military Concepts
SMPD	Soviet Military Power Days
SMPW	Soviet Military Power Week
SMSGT	Senior Master Sergeant (E-8)
SNIE	Special National Intelligence Estimate
SOA	Separate Operating Agency
SOLARS-1	Strategic Air Command (SAC) On-Line Analysis and Retrieval System
SOLIS	SIGINT On-Line Intelligence System
SON	Statement of Operational Need
SOS	Squadron Officer School
SOW	Statement of Work
SPACECOM	Space Command
SPECAT	Special Category
SPOER	Special Operational Electronic Intelligence Requirements
SRA	Senior Airman (E-4)
SRC	Syracuse Research Corporation
SRV	Socialist Republic of Vietnam
SSGT	Staff Sergeant (E-5)
SSO	Special Security Office
S&T	Scientific and Technical
S&TI	Scientific and Technical Intelligence
STAR	System Threat Assessment Report
START	Strategic Arms Reduction Talks
STIAIC	Scientific and Technical Intelligence Analyst Introductory Course
SUMS	System Update Missionization Study
TAC	Tactical Air Command
TAF	Tactical Air Forces
TAR	Threat Assessment Report

TASS	Soviet News Agency
TAREX	Target Exploitation
TAWC	Tactical Air Warfare Center
TDY	Temporary Duty
TEC	Technical, Educational and Career Development
TED	Threat Environment Description
TEREC	Tactical Electronic Reconnaissance
TESS	Tactical Air Warfare Center Electronic Warfare Integrated Reprogramming Support System; Technical Electronic Intelligence (ELINT) Support System
TFECIC	Tactical Fighter Electronic Combat Instructor Course
TMO	Transportation Management Office
TPFDD	Time Phased Force Deployment Data
TR	Transportation Request
TSCA	Top Secret Control Account
TSCO	Top Secret Control Officer
TSGT	Technical Sergeant (E-6)
TSWG	Threat Simulator Working Group
TTW	Technical Training Wing
TWG	Threat Working Group
UFMOP	Unintentional Frequency Modulation on Pulse
UMD	Unit Manpower Document
U&S	Unified and Specified (in terms of command)
USA	United States of America; United States Army
USAF	United States Air Force
USAFE	United States Air Force in Europe
USAFINTEL	United States Air Force Intelligence
USAICS	U.S. Army Intelligence Center and School
USAMERADCOM	U.S. Army Materiel and Readiness Command
USAMIA	U.S. Army Missile Intelligence Agency
USEC	Micro-Seconds
USN	United States Navy
UTC	Unit Type Code
UV	Unit Vacancy
WAPS	Weighed Airman Promotion System
WNY	Washington Navy Yard
WR-ALC	Warner Robbins Air Logistics Center
WRM	War Readiness Material
WSSIC	Weapons and Space Systems Intelligence Committee
XP	Plans Division
ZULU	Greenwich Mean Time